



# DEA 360 STRATEGY REACH AND IMPACT REPORT: LOS ANGELES

JUNE 2020







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# Executive Summary

## BACKGROUND

In response to the rising number of opioid-related deaths, DEA launched its 360 Strategy in 2015 with the purpose of helping tackle the deadly cycle of prescription opioid misuse and heroin use. In summer 2018, DEA selected Los Angeles, California, as one of its next DEA 360 cities. The goal of DEA 360 is to address the growing opioid epidemic from three perspectives: (1) law enforcement, (2) diversion control, and (3) community outreach. Four program facilitators were engaged to implement the DEA 360 community outreach strategy across all funded cities.

## PURPOSE OF THIS REPORT

This report describes the methods and results of an assessment of the reach and impact of community outreach activities of the DEA 360 Strategy in Los Angeles. Results are based on a summary of metrics compiled from each program facilitator, as well as from interviews with community partners from across the region.

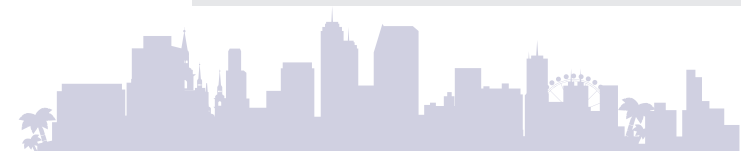
## DEA 360 IN LOS ANGELES

The community outreach component of DEA 360 in Los Angeles included the following key activities:

- Stakeholder meeting
- Kickoff press conference
- Train-the-trainer events for community stakeholders
- Parent coach training
- 19-week WakeUp Los Angeles media campaign
- Four billboards
- Los Angeles Youth Summit
- DEA Youth Dance Program in three schools
- Television media visits

Key results of the assessment are divided into several sections related to partnerships and collaboration, public awareness and community outreach, youth activities, and media outreach.

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# Lessons Learned

The following section provides a summary of key themes and recommendations based on what worked during the implementation of DEA 360 in Los Angeles.

**1**

## **Identify Opportunities to Be Proactive**

DEA 360 in Los Angeles aimed to be proactive and to “get ahead of the curve” by focusing on prevention and education to respond to the crisis.

**2**

## **Use Local Data to Inform a Response**

DEA 360 in Los Angeles relied on available real-time, local data to identify trends and hot spots and allocate resources accordingly.

**3**

## **Bring Resources Directly to the Affected Communities**

DEA should continue to find opportunities to bring resources and programming directly to the communities, such as the Center on Addiction trainings. This will help to ensure that individuals are receiving information and are not required to overcome logistical challenges such as transportation.

**4**

## **Publicize Efforts Related to Enforcement and Diversion**

DEA's law enforcement efforts in Los Angeles were highly publicized in national media channels. DEA should use these high-profile instances to consistently reference the DEA 360 strategy and direct viewers to resources.

**5**

## **Be Present at Community Events to Build Rapport**

DEA representatives had a strong presence at community events, which helped establish trust and a sense of legitimacy to DEA as a community partner.

**6**

## **Harness the Power of the Personal Story**

DEA 360 embraced the power of storytelling and personal narrative to connect with youth. DEA should continue to empower youth leaders to connect with and support their peers.

**7**

## **Embrace Social Media**

DEA should embrace social media to expand the scope and reach of positive messaging. When possible, DEA should empower “influencers” to broadly disseminate information and resources.

**8**

## **Develop Buy-In for Youth Events**

DEA had to continuously work to address not only education for youth, but also education for decision makers within the schools to garner buy-in and support for opioid events.



# Introduction

To deepen its response to the opioid crisis, DEA launched its 360 Strategy in 2015. The 360 Strategy focuses on three approaches to address prescription opioid misuse and heroin use through law enforcement, diversion, and community outreach. In 2018, DEA funded Los Angeles, California, as a DEA 360 city. This report describes the results of an assessment of the reach and impact of the community outreach strategy, which focuses on prevention through local partnerships that empower communities to engage with neighborhoods especially affected by the opioid crisis. Four program facilitators are engaged to implement the DEA 360 Strategy across all funded locations. These program facilitators include Community Anti-Drug Coalitions of America (CADCA), Center on Addiction (formerly known as the Partnership for Drug-Free Kids), A. Bright Idea, and the DEA Educational Foundation.

The community outreach component of DEA 360 in Los Angeles included several key activities:

- Stakeholder meeting
- Kickoff press conference
- Train-the-trainer events for community stakeholders
- Parent coach training
- 19-week WakeUp Los Angeles media campaign
- Four billboards
- Los Angeles Youth Summit
- DEA Youth Dance Program in three schools
- Television media visits

## OVERVIEW OF THE REPORT

This report uses metrics compiled from the four program facilitators and eight interviews with key program partners in Los Angeles, as well as an interview with the Associate Special Agent in Charge (A/SAC) and the DEA Diversion Outreach Coordinator. The report provides context to the opioid crisis in the United States and in Los Angeles in particular, and it discusses strategies implemented in Los Angeles related to (1) partnerships and collaboration, (2) community-based activities, (3) youth activities, (4) media outreach and communication, and (5) lessons learned. The final section includes recommendations for improving DEA 360 implementation in other locations.

In 2019, as part of the DEA 360 Strategy Performance Analysis Project, DEA contracted with ICF, a research and consulting firm, to evaluate the DEA 360 Strategy as implemented in Los Angeles and to produce a reach and impact report for the city.



# OPIOIDS IN THE UNITED STATES

Fatal and nonfatal opioid overdoses continue to be a national public health crisis. In 2017, 47,600 Americans died as a result of an overdose involving opioids. Emergency department visits for opioid overdoses rose 30 percent in all parts of the United States from July 2016 through September 2017. In response to the growing problem, the President declared a public health emergency in 2017 and issued a national call to action in 2018. The Presidential call to action encompasses:

- Reducing demand and overprescription;
- Reducing the supply of illicit drugs; and
- Helping those with substance use disorders through evidence-based treatment and recovery support.

DEA's 360 Strategy aligns with these overarching goals to respond to the public health emergency.

## THE DEA 360 STRATEGY

The federal government implemented the DEA 360 Strategy in response to the rising number of opioid-related deaths in the United States. The strategy aims to stop the deadly cycle of prescription opioid misuse, and heroin and fentanyl use. The DEA 360 Strategy takes a three-pronged approach:



DEA announced implementation of the DEA 360 Strategy in November 2015 and launched DEA 360 in Los Angeles in November 2018. A/SAC Michael Davis of DEA's Los Angeles Field Division; and Jena Fellenzer, the Community Outreach Specialist, and Guy Gomez, the Diversion Outreach Coordinator, who were contracted by DEA, oversaw the on-the-ground implementation of key activities in Los Angeles.

## OPIOIDS IN LA: FOCUSING ON PREVENTION

In 2018, Los Angeles County had 497 opioid-related deaths, or 4.9 deaths per 100,000 residents, a 41 percent increase from 2016.<sup>i</sup> While well below the national rate of 14.3 deaths per 100,000 U.S. residents,<sup>ii</sup> the sharp increase in Los Angeles mirrored the national upward trend. Given Los Angeles' status as a High Intensity Drug Trafficking Area (HIDTA)—the city is a national drug distribution center for cocaine, methamphetamine, heroin, marijuana, MDMA, and PCP<sup>iii</sup>—it was important for the city to take early action on opioid misuse before it, too, reached epidemic proportions. DEA 360 supported Los Angeles in taking a preventive approach to the opioid crisis. DEA focused its efforts on education and awareness building, enhancing existing partnerships, and developing new ones to increase the reach and spread of the 360 message.

Los Angeles County is a large and diverse region that includes nearly 10.5 million people living in the populous city of Los Angeles as well as in smaller, more remote and under-resourced communities in the Antelope Valley. To focus its efforts on the areas of greatest need, DEA partnered with the Los Angeles County Department of Medical Examiner-Coroner to identify hot spots of opioid misuse within Los Angeles. With 6.4, 6.0, and 5.7 opioid-related deaths per 100,000 residents in 2018, respectively, the areas of Antelope Valley, the Metro region, and West Los Angeles became the focal points of DEA 360 in Los Angeles.

**“ I think it was more of a preventative measure in LA. Not that it's not a problem in LA. But it seems as if the issue is affecting other parts of the country more drastically than it is in LA as a whole. At least at that time. So I think the DEA's attempt to be a step ahead of the epidemic that was hitting our nation was kind of the strategy. So I think it was more of a proactive approach.”**

— Community respondent

### LA: A Transnational Drug Distribution Center

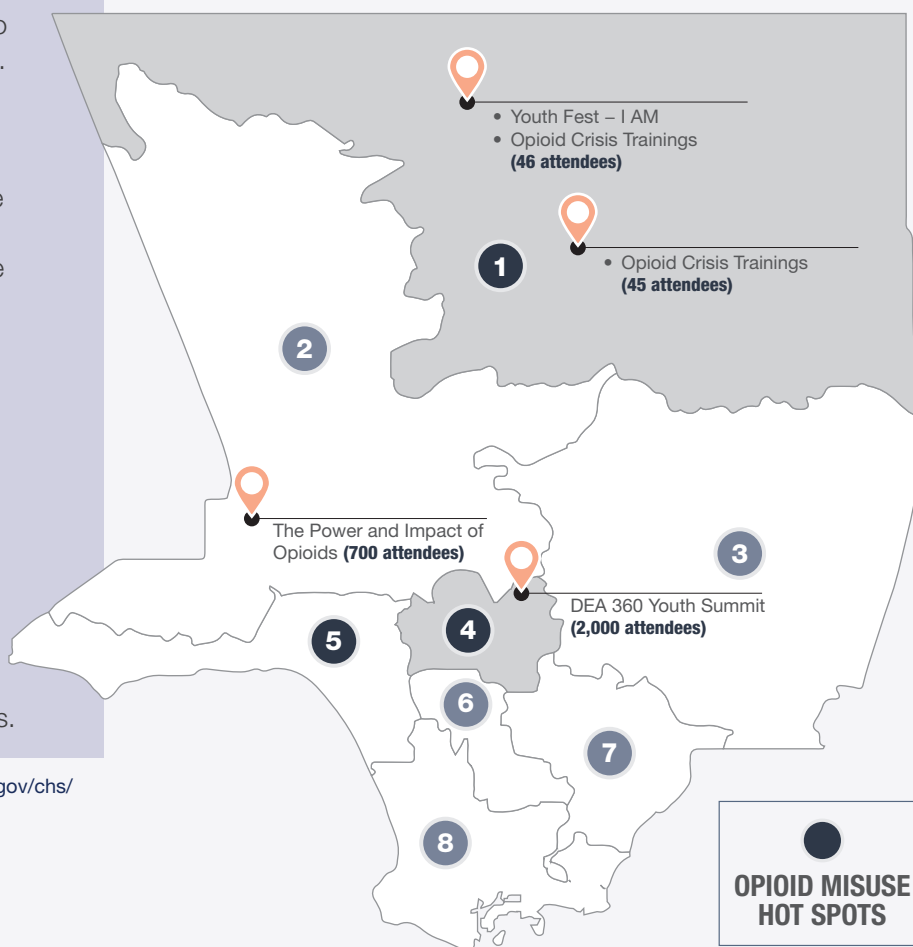
Due to its proximity to the Mexican border and the 8,000 miles of freeway in the greater Los Angeles area, LA is a national distribution center for many illicit drugs.<sup>iv</sup> Mexican transnational criminal organizations annually smuggle significant quantities of illicit drugs, including methamphetamine, cocaine, heroin, marijuana, and fentanyl into the United States.<sup>v</sup> Once in Los Angeles, the drugs are then “cut” and distributed.

**“ The problem in Los Angeles is different from some of the heroin, opioid problems on the East Coast, like in West Virginia or in Cleveland or areas like that. In particular, Los Angeles is a trans-shipment hub. So, for illicit opioids and heroin, they are shipped up from Mexico through the southern border. They trans-ship through the Southern District of California, which is the district immediately south of ours. And then typically it comes into the LA area. And the drugs are stored and then broken up into smaller shipments and then shipped out from the Los Angeles area across the county. So that's all drugs, so heroin, opioids, cocaine, methamphetamine, etc., comes in in bulk quantities and then gets broken up and trans-shipped out.”**

— Community respondent



LA County is divided into 8 service planning areas. According to the Los Angeles County Department of Public Health, “Due to the large size of LA County, these distinct regions allow the Department of Public Health to develop and provide more relevant public health and clinical services targeted to the specific health needs of the residents in these different areas.” The following map indicates the hot spots within LA County, and DEA's key activities which were targeted at these regions.



Source: <http://publichealth.lacounty.gov/chs/SPAMain/ServicePlanningAreas.htm>

### Local Data Direct Local Initiatives

The [California Opioid Overdose Surveillance Dashboard](#), a collaborative effort between the California Department of Public Health, California Office of Statewide Health Planning and Development, U.S. Department of Justice, and the California Health Care Foundation, provides information on opioid-related deaths and hospitalizations by county. Death certificates, emergency department visits, and inpatient hospitalization data are used to provide close to real-time information on the impact of opioids throughout the state. Data are updated quarterly to support timely monitoring and can be used to direct prevention and response initiatives. DEA used data from this dashboard to identify hot spots of opioid use and deaths within the greater Los Angeles area, and these hot spots became high-priority communities for DEA 360 efforts. As one community partner described, once Antelope Valley was identified as a priority area, DEA “just kind of converged on that area and that community and the community just really rallied around them and supported [them].”

“ We started collaborating together, just communicating in ways that was never done before between the DEA and the Department of Medical Examiner-Coroner to see what trends we’re seeing within Los Angeles County to help their initiatives, their strategies. To try and stay on top of the issue before it got to the level that we were seeing on the East Coast.”

— Community respondent

## **DEA Fusion Task Force**

As DEA 360 was launching in 2018, Los Angeles began a pilot project, the DEA Fusion Task Force, to address opioid overdose. This project is a collaborative effort between the Los Angeles County Medical Examiner-Coroner's office, Los Angeles County Sheriff's Department, and the U.S. Attorney's Office, and other local, state, and federal agencies to investigate opioid-related deaths. A DEA representative explained that the team responds to opioid-related deaths, treating them like a homicide and working the case to find the dealers responsible for selling the drugs.

Since the DEA Fusion Task Force began investigating cases in 2018, it has successfully indicted six defendants for distribution resulting in death, in U.S. District Court. Publicizing high-profile cases has helped to educate the community about the dangers of counterfeit pills. See page 12 for more information.

## **DEA 360 STRATEGY COLLABORATING PARTNERS**

DEA 360 was implemented through a collaboration with national partners and various community- and state-level organizations. To carry out the DEA 360 Strategy in Los Angeles, DEA relied on A/SAC Michael Davis, of DEA's Los Angeles Field Division, Diversion Outreach Coordinator Guy Gomez, and Jena Fellenzer, the 360 Community Outreach Specialist contracted by DEA to serve as the liaison between DEA headquarters, the national partners, and the state and local community partners. During implementation in Los Angeles, the local DEA office established partnerships with community organizations and representatives from various sectors, including the state government, faith-based community, school systems, the prevention community, and local law enforcement.



## DEA 360 STRATEGY NATIONAL PARTNERS



### Community Anti-Drug Coalitions of America

Since 1992, CADCA has been the premier membership organization representing those working to make their communities safe, healthy, and drug-free.<sup>1</sup> CADCA brings its expertise in building effective community coalitions and facilitating valuable dialogues to the initiative to empower communities and support demand reduction. CADCA's mission is to strengthen the capacity of community coalitions to create and maintain safe, healthy, and drug-free communities by providing technical assistance and training, public policy advocacy, media strategies and marketing programs, conferences, and special events.

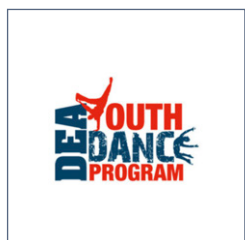
*DEA 360 Los Angeles responsibilities included assisting with logistics in planning the Los Angeles Youth Summit.*



### Center on Addiction

In 2019, the Partnership for Drug-Free Kids merged with Center on Addiction to change the way the nation addresses addiction. The merger combined the complementary assets and expertise—as well as deep history and credibility—of two of the country's leading resources on substance use and addiction. Their approach relies on empowering families, advancing effective care, shaping public policy, and changing culture.<sup>2</sup>

*DEA 360 Los Angeles responsibilities included community education train-the-trainer events, parent coach training, and media visits.*



### DEA Educational Foundation

Established in 2001, the DEA Educational Foundation educates the American public on the various costs and consequences of drugs on society through support of the educational programs and the operation of the DEA YDP around the country.<sup>3</sup> By reaching out to America's schools under the powerful name of DEA and the DEA Educational Foundation, the DEA YDP will inspire youth with healthy and drug-free messages and will encourage them to exercise and express themselves artistically.

*DEA 360 Los Angeles responsibilities included facilitating dance classes at three schools to empower kids and to teach them focus and discipline through positive mentorship.*



### A. Bright Idea

Established in 1996, A. Bright Idea is a multimedia organization with experience in public affairs, graphic design, and strategic communication for government, commercial, and nonprofit clients. They bring expertise in strategic communication, graphic and logo design, print collateral, and outreach materials.

*DEA 360 Los Angeles responsibilities included developing an identity in Los Angeles. A. Bright Idea built a strategic communication plan and developed and ran the 19-week WakeUp Los Angeles campaign, including the development of the name and execution of creative assets.*

<sup>1</sup> CADCA. Our Mission. Accessed from <https://www.cadca.org/about-us> on October 14, 2019.

<sup>2</sup> Center on Addiction. From our CEO: We're Merging With Partnership for Drug-Free Kids. Accessed from <https://www.centeronaddiction.org/the-buzz-blog/we%E2%80%99re-merging-partnership-drug-free-kids> on January 15, 2019.

<sup>3</sup> DEA Educational Foundation. About the Foundation. Accessed from <https://www.deaeducationalfoundation.org/about> on October 14, 2019.

## METHODS AND DATA SOURCES

At DEA's direction, ICF used a mixed-methods approach to assess the 360 Strategy in Los Angeles using quantitative and qualitative data. Specifically, the ICF research team collected, organized, and analyzed quantitative metrics received from DEA's program facilitators. ICF also collected and analyzed qualitative data from phone interviews with local partners in Los Angeles.

### Quantitative Data

DEA's four program facilitators and local partners who participated in phone interviews shared relevant quantitative metrics data related to their deliverables during and after the implementation year (November 2018–November 2019). Examples of data shared include news articles with mentions of DEA 360, summary documents of media metrics, counts of participants, and photos from DEA 360 events.

### Qualitative Data

ICF conducted nine qualitative interviews to gather information on DEA 360 program implementation in Los Angeles, partners and collaboration, facilitators and barriers to implementation, and lessons learned. Respondents included A/SAC Davis and eight local partners identified by the A/SAC.

### Reach and Impact Report Research Questions

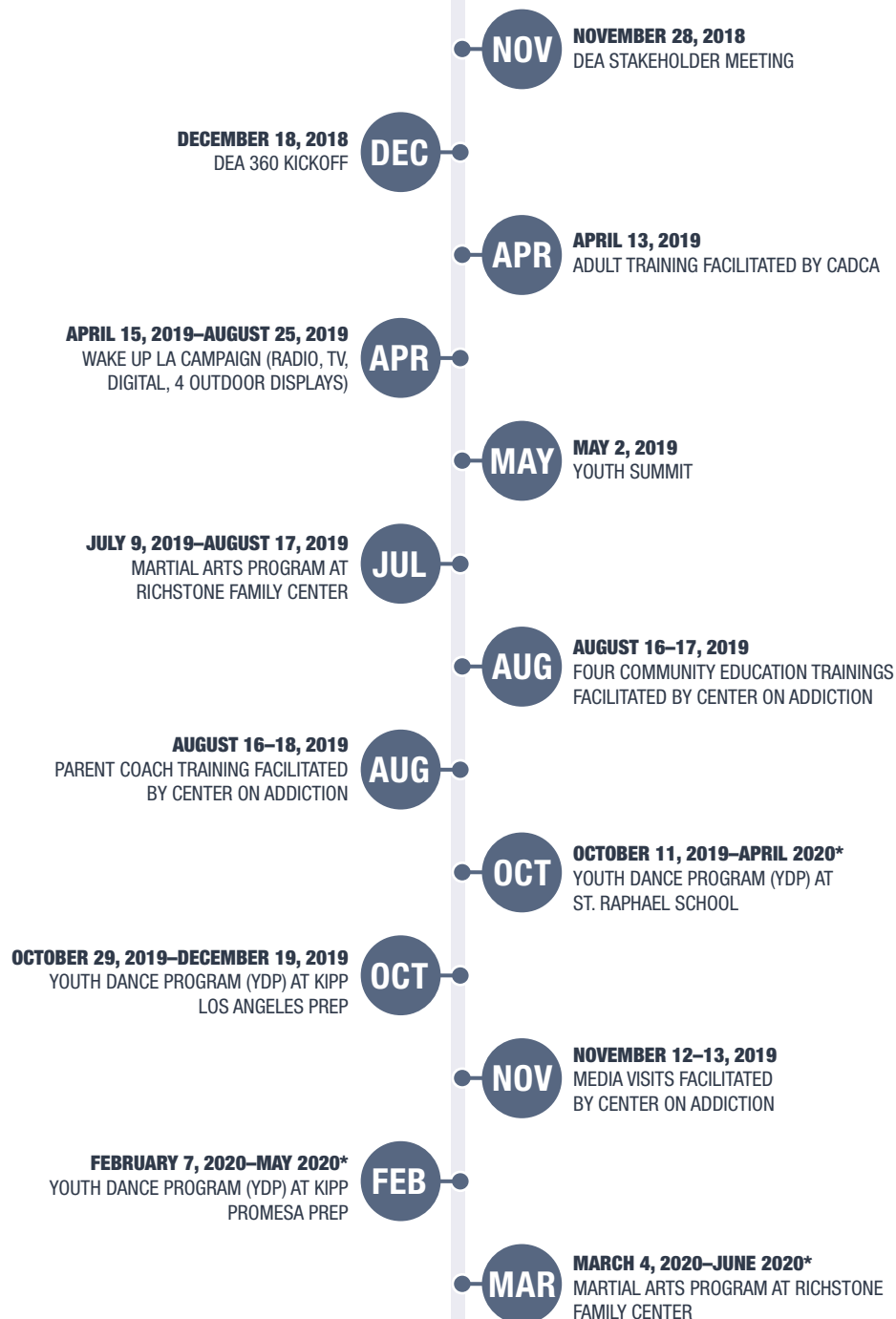
The report highlights key findings to respond to the following research questions:

- What strategies were used to encourage collaboration in Los Angeles? What was the impact of these collaboration efforts on sustainability or scalability?
- What outreach strategies were used in Los Angeles? What were the key messages/calls to action shared with the community? What were the numbers reached for the various outreach activities?
- Who was trained via the DEA 360 Strategy in Los Angeles?
- How has the DEA 360 Strategy been sustained in Los Angeles? What has been the lasting impact of the DEA 360 Strategy on Los Angeles?
- What were the lessons learned based on DEA 360 in Los Angeles?



# DEA 360 STRATEGY IN LOS ANGELES

DEA implemented DEA 360 in Los Angeles starting on November 28, 2018. The following timeline highlights key events during the implementation.



\*These are originally scheduled dates that have been cancelled or may be rescheduled due to the COVID-19 public health crisis and related school closures.



# Partnerships and Collaboration

## LAUNCHING DEA 360 IN THE COMMUNITY

DEA 360 in Los Angeles launched during November 2018. In advance of a formal kickoff, DEA hosted a stakeholder meeting on November 28, 2018, to determine relevant partners and outline the vision of 360 with approximately 40 stakeholders. Attendees, including representatives from law enforcement, state and federal prosecutors, treatment providers, prevention organizations, representatives from Safe Med LA, educational organizations such as Foundation for a Drug Free Society, and clergy members, were asked to introduce themselves and their organization's capabilities. This meeting encouraged broad cross-promotion and laid a foundation for future 360 program activities. As a community respondent noted, the meeting was driven by assessing "Who are the people that have an interest in this game that we can use as a force multiplier?"

A press conference announcing the initiative to the community was held on December 18, 2018, at the main office of DEA's Los Angeles Field Division. Approximately 50 people were in attendance, and there were four speakers: former A/SAC Daniel Comeaux, the U.S. Attorney for the California Central District, the Los Angeles County Chief Medical Examiner, and the Assistant National Director of the Elks Drug Awareness Program. Over 15 news outlets representing television, radio, and print media covered the press conference.

## ESTABLISHING PARTNERSHIPS

DEA has an extensive history of working with state and local law enforcement in Los Angeles but had less experience partnering with local organizations. As an interviewee described, some organizations initially experienced trepidation about working with DEA. Respondents noted that they had historically faced challenges with getting law enforcement on board and involved in addressing the opioid problem. Law enforcement similarly noted that it was sometimes difficult to "think outside their lane." However, community partners came to recognize that DEA demonstrated a commitment to the community, and organizations became more confident with the scope of work and the vision for the program. Organizations began to speak favorably on DEA's behalf and were willing to partner on the initiative.



The National Prescription Drug Take Back Days were instrumental in helping DEA representatives build their rapport with the community. DEA's presence, side-by-side with practitioners, established DEA as a trusted and valued partner. In particular, DEA's relationship with the Los Angeles County Department of Public Health and involvement with the Safe Med LA coalition were vital to establishing relationships with additional organizations, leading to a snowball effect as partnerships increased.

For these local organizations, the relationship with DEA helped to bring needed resources, especially to more remote communities in northern Los Angeles County. In turn, DEA relied on the local organizations to connect families and practitioners to their trainings. A community respondent noted that "DEA has been really resourceful in helping to facilitate specific conversations with community members. Attending town halls and doing presentations and presenting information, providing information that the DEA is expert at providing." Similarly, interview respondents felt that they greatly benefited from access to data that were available to DEA. Local data helped to establish a deeper sense of connectedness to the opioid problem in their communities. Partners described the legitimacy that DEA brought to the opioid epidemic. One community respondent described that "having a partner like [DEA] represents something where people want to be a part of. Or it just seems like, okay, we have resources from outside the local area to support something that we really want to see a change. We really want to see it make an impact in our community. So personally, I just [think] that it creates more of a weight... as a positive."

In addition to the partnerships that were established through involvement with coalitions or community-based events, DEA representatives used several key strategies to engage relevant stakeholders:

1. **DEA relied on personal relationships and existing ties to the community.** A DEA representative noted the incredible power of "smiles and handshakes" as a strategy to connect with community-based organizations. For example, a DEA representative reached out to a friend who was connected to a local school district. The DEA representative's personal experiences and professional connections were advantageous in establishing immediate trust in the program and bringing students to the youth summit.
2. **DEA representatives embraced opportunities to "cold call" individuals.** In particular, for the DEA Opioid Awareness Youth Summit, they reached out via social media and through talent agents to invite celebrities and influencers as presenters. A similar cold-call approach also led to success in reaching community-based organizations about speaking opportunities.

## KEY PARTNERS

The key partners on the project included individuals at the state and county levels, such as law enforcement agencies, the coroner's office, the U.S. Attorney's Office, the county department of public health and affiliated coalitions, nonprofit organizations, and multiple schools and school districts.



## Partners and Stakeholders

Local Government	CBO/Nonprofit Organizations	Other Partners
<ul style="list-style-type: none"> <li>Los Angeles County Department of Public Health</li> <li>Los Angeles County Medical Examiner-Coroner's Office</li> <li>Los Angeles Police Department</li> <li>Los Angeles County Sheriff's Department</li> </ul>	<ul style="list-style-type: none"> <li>Tarzana Treatment Centers</li> <li>Drug Free World</li> <li>DEA Los Angeles Citizens Academy</li> </ul>	<ul style="list-style-type: none"> <li>FBI, Los Angeles</li> <li>U.S. Attorney's Office, California Central District</li> <li>Milken Institute</li> <li>Mentor Foundation USA</li> <li>DEA Educational Foundation</li> <li>ELKS USA</li> <li>Office of National Drug Control Policy</li> </ul>

## State- or County-Level Agencies

DEA has relationships with local law enforcement agencies, the Los Angeles County Department of Medical Examiner-Coroner, and the U.S. Attorney's Office. These relationships are instrumental in implementing policy and systems changes to support investigations and diversion pertaining to opioids.

### Law Enforcement



DEA and the Los Angeles County Sheriff's Department have a long-standing relationship due, in part, to their involvement with the Los Angeles High Intensity Drug Trafficking Areas (HIDTA) program with the Southern California Drug Task Force.

### Medical Examiner-Coroner's Office



DEA and the Los Angeles County Medical Examiner-Coroner's office work together closely as part of the Fusion Task Force to respond to opioid-related deaths in Los Angeles County—a key collaboration that has led to real-time data on opioid deaths in Los Angeles.

### U.S. Attorney's Office



DEA and the U.S. Attorney's Office have a long-standing relationship resulting from their work together on HIDTA activities. The U.S. Attorney's Office has a designated “community and law enforcement outreach” representative and an opioid coordinator who frequently partner with DEA on outreach and presentations. The opioid coordinator networks with the U.S. Department of Justice and DEA and helps to ensure a focus on opioids. The district attorney also has a designated opioid strategy staff member who works with DEA on the DEA Fusion Task Force.

## DEA Fusion Task Force

Prior to 2018, an overdose case in Los Angeles County was treated as an accidental death and received no additional investigation. As a result of the DEA Fusion Task Force, opioid overdoses are treated as a homicide investigation, and members of law enforcement, as one community partner explained, “work backwards up the chain to each of the dealers and the chain in the links.”

According to the DEA website, “The Fusion Task Force is under the direction of a federally deputized Los Angeles County Sheriff’s Department A/SAC, a DEA supervisor, and combines the talents of law enforcement officers from DEA, Los Angeles Sheriff, Los Angeles Police Department, as well as other federal agencies. What makes Fusion unique is that **diversion investigators and intelligence analysts sit in the group, working alongside law enforcement officers every day**. The U.S. Attorney’s Office has also assigned a prosecutor to evaluate the merits of each case that the Fusion Task Force works. Through an agreement with the Los Angeles Sheriff’s Department, members of Fusion have undergone specialized homicide training and respond to death investigations where opioids are the suspected cause of death.”\*

As a result of the increased demand on homicide investigations, DEA worked with the local coroner’s office to get rapid turnaround on blood toxicology results to determine the exact cause of death. DEA helped the coroner’s office to obtain \$325,000 of government funding to purchase a gas chromatography device to support rapid blood toxicology screening.

DEA’s efforts related to the Fusion Task Force were noted in highly publicized news media sources of high-profile incidents, such as the investigation related to rap star Mac Miller’s overdose in September 2018 (see <https://pagesix.com/2019/09/04/mac-millers-alleged-drug-dealer-busted-in-connection-to-rappers-death>).

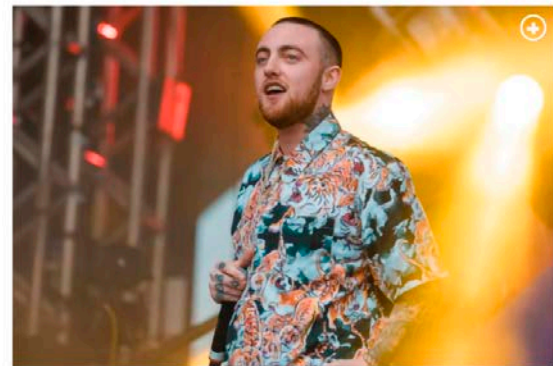
A community respondent described that the publicity has been “hugely successful” and is helpful to “educate and get the word out, especially on counterfeit pills or drugs that are laced with fentanyl. People think they’re getting cocaine, and it actually has some fentanyl in it and they drop dead, or they take a pill they think is Oxycontin and it’s actually counterfeit made with fentanyl, and they overdose on it. That’s been very helpful to get the word out as part of the education piece to it, in addition to the law enforcement piece.”

\* DEA. DEA Los Angeles announces new opioid and overdose prevention efforts as part of DEA 360 Strategy. Accessed at <https://www.dea.gov/press-releases/2018/12/18/dea-los-angeles-announces-new-opioid-and-overdose-prevention-efforts-part> on April 20, 2020.

### Mac Miller’s alleged drug dealer busted in connection to rapper’s death

By Ebony Bowden

September 4, 2019 | 4:29pm



Mac Miller  
Getty Images

Pettit was arrested by special agents from the DEA Fusion Task Force and is expected to make his initial appearance in District Court in Los Angeles on Wednesday afternoon.

He is facing one count of distribution of a controlled substance.

“While the death of any victim of the opioid epidemic is tragic, today’s arrest is another success for the DEA’s HIDTA Fusion Task Force,” Agent Daniel C. Comeaux with DEA’s Los Angeles division said in a statement.

“Let our message be clear, if you peddle illegal drugs and kill someone, the DEA will be the voice of the victim. We will not rest until you face the justice system.”

By leveraging its relationship with the Medical Examiner-Coroner's office, DEA was able to work with the office to provide real-time data on areas within Los Angeles County most affected by opioid misuse. With known hot spots, DEA was able to direct its outreach to higher-needs areas to have the most impact.

## Coalitions

Given the sheer size of Los Angeles County, there are multiple coalitions addressing drug and alcohol misuse prevention and high-risk youth outreach that are related to the scope of DEA 360. The goals of these coalitions are to raise community awareness through trainings and events and to make systemic changes through policy change. While they have mutual goals, for the most part, the major coalitions remain distinct from one another and limit their focus to particular regions or demographics within Los Angeles.

Safe Med LA, a broad cross-sector coalition, brings many of the smaller, more targeted coalitions together to support increased coordination and a multi-pronged approach to prevention, response, and treatment within Los Angeles.<sup>vi</sup> DEA representatives relied on the **Safe Med LA coalition** to develop or leverage partnerships with local agencies and connect them with coalitions throughout the region. In particular, Safe Med LA helped to facilitate connections to the LA Unified School District to support the Youth Summit.

When reflecting on the benefit of having DEA involved with the coalition, a community respondent noted that “**having a partnership with the DEA creates more of a sense of network**. Because not only [are you] bringing information to your local area, but you're understanding as a whole what's going on. So it's really about creating those partnerships and those collaborations that can make a bigger impact than just with the local community organizations that are local but looking to a more large-scale partnership.”

DEA's involvement with the Safe Med LA coalition resulted in a relationship with other regional coalitions, most notably the Antelope Valley Marijuana, Alcohol, and Pharmaceutical Prevention Coalition (AVMAPP). The AVMAPP coalition's mission is to “prevent youth access and availability to alcohol and other drugs in the Antelope Valley through policy implementation and community awareness activities.” The AVMAPP coalition is hosted by Tarzana Treatment Centers, which is a “full-service behavioral healthcare organization that provides high quality, cost-effective substance abuse and mental health treatment to adults and youth.”

The Substance Abuse Prevention and Control Program of the Los Angeles County Department of Public Health developed a five-year strategic plan that is being carried out by the Safe Med LA coalition. The coalition is divided into nine action teams. DEA representatives have an active role on the Law Enforcement Action Team.

The Law Enforcement Action Team is defined by two key objectives:

- Provide training and education aimed at helping the criminal justice community (e.g., law enforcement agencies, courts, lawyers) better understand prescription drug abuse and better navigate the interface between public health and law enforcement.
- Collaborate with law enforcement to identify and address improper practices that threaten public health, such as indiscriminate prescribing by “pill mills” and inappropriate “doctor shopping” in order to secure prescription drugs.

Source: <http://www.safemedla.org/law-enforcement-action-team.html>



*“It’s certainly not punitive and it’s not to highlight any problems that are going on in their schools or in their communities specifically, but [we] want to engage these young people, inform them, inform the parents so the parents are aware of what to look for. And how the parents can support their young people.”*

— Community respondent

## Educational Partnerships

DEA 360’s relationship with the Los Angeles Unified School District was tenuous at the start of the program, but it improved significantly over time. Schools were initially resistant to receiving opioid awareness programming, but ultimately came to recognize the benefits of DEA 360 and supported 500 students from the LAUSD in attending the 360 Youth Summit. Community respondents noted that there was an initial lack of support and buy-in from the school system, especially for off-site events. Despite DEA’s effort to reach out to the school system, one community respondent noted that to his knowledge, no school district representatives attended any planning or collaboration meetings and that having their presence would be instrumental in “tak[ing] the word back and get[ting] the buy in.”

Community respondents noted several challenges with working with the schools, including the size and diversity of Los Angeles County, the complexity of the school district’s bureaucracy, logistical challenges related to budget and transportation to events, and the school system’s denial of any problems with opioids in its own schools.

Despite the challenges of working with the Los Angeles school districts, the DEA 360 program had several successful events with schools, and ultimately hosted a well-received Youth Summit with school support. DEA 360 formed positive relationships with individual schools and were consistently invited to participate in school speaking engagements. Respondents recommended that future opioid initiatives continue to engage school systems in meaningful ways, including by seeking their input in identifying priority areas and planning for events.



## SUMMARY

DEA had well-established relationships in the community with law enforcement, the prosecutor's office, and the Medical Examiner-Coroner's office. DEA 360 in Los Angeles was launched in conjunction with several existing initiatives that aimed to address the opioid epidemic—in particular, the DEA Fusion Task Force. DEA relied heavily on established relationships to bring public attention to the opioid crisis.

By working with the Department of Public Health and the Safe Med LA coalition, DEA was able to expand its network to community-based prevention organizations and treatment organizations throughout Los Angeles County.

The DEA representative was actively engaged in numerous community-based events and coalitions, which helped the agency to overcome prior negative perceptions about DEA and facilitated new partnerships in prevention efforts to address the opioid epidemic.





# Community-Based Activities and Outreach

DEA's Los Angeles Field Division focused public awareness efforts on youth, parents, law enforcement, health professionals, treatment and prevention professionals, teachers, and other community members. DEA provided education and training for **11,420 individuals**. DEA worked to strengthen collaborative relationships with existing coalitions, schools, the law enforcement community, and medical and behavioral health care providers. DEA focused on providing real-time data and resources to communities to increase the impact of prevention and response efforts. The office worked with its partners to plan events and recruit attendees from struggling communities. The events were designed to bring awareness to the issue of opioids and “provide the education and outreach to the communities and [empower] the community and young people, specifically,” according to a DEA representative.

## REACH OF TRAININGS AND OUTREACH ACTIVITIES

Education and training were provided to:

**5,375**

**K–12 Students**

**950**

**Public Stakeholders**

**1,955**

**Grad Students**

**3,140**

**Professionals**



## COMMUNITY EDUCATION TRAININGS

Center on Addiction facilitated two days of community education train-the-trainer sessions in Los Angeles:

SESSION 1  
**34**  
attendees

**OCTOBER 16, 2019**  
at the Larry Chimbole Cultural Center in  
Palmdale, CA

SESSION 2  
**11**  
attendees

**OCTOBER 16, 2019**  
at the Larry Chimbole Cultural Center in  
Palmdale, CA

SESSION 3  
**20**  
attendees

**OCTOBER 17, 2019**  
at the Antelope Valley Hospital Community  
Resource Center in Lancaster, CA

SESSION 4  
**26**  
attendees

**OCTOBER 17, 2019**  
at the Antelope Valley Hospital Community  
Resource Center in Lancaster, CA

Across the four trainings, attendees represented various sectors serving Los Angeles, including law enforcement, health professionals, treatment and prevention professionals, and community members with an interest in the issue. Tarzana Treatment Centers participated in recruitment, and Center on Addiction created a flyer and Eventbrite page that was disseminated to DEA 360 partners.

Attendees were trained on two presentations they could use to further train stakeholders and beneficiaries in their communities:

- **“Addressing the Opioid Crisis: From Understanding to Action”** is a presentation that is tailored to the Los Angeles context. It discusses the extent of the opioid problem, the definition of opioids, how opioids are misused, their impact on the brain, and action steps to address the issue locally.
- **“How to Talk With Your Kids About Anything... (Including Alcohol and Other Drugs)”** is a standard national presentation that discusses the important role of parents and other caregivers, and ways to encourage change and respond to risk behavior.

A community respondent noted that it is difficult to engage parents in this kind of training. “We have a lot of community providers or stakeholders that are working, and those are the ones that we see more in attendance or involved, but ... [it would be better if] we had more community involvement for parents. I think that’s kind of the challenge—really getting people out here. We’re a city that a lot of families commute an hour away or more for jobs. So it’s challenging to come back and be engaged in community events.” The respondent noted that DEA should partner with the local school districts, and tap into existing groups like the PTA, to better meet the needs of parents.

Eight respondents (about 9 percent of participants) completed a follow-up survey, limiting the representativeness of the findings. Feedback about the trainings was positive, with respondents indicating that the training was well organized and useful. Seven respondents indicated they were somewhat likely or very likely to deliver or organize a DEA 360 presentation in their community.



*“I learned communication skills that, if I practice them daily, will actually change my life and how I relate to others ... [These skills] will help me improve all relationships.”*

— Parent coach

## PARENT COACH TRAINING

Center on Addiction, in collaboration with the Center for Motivation & Change: Foundation for Change, conducted a parent coach training in Burbank from August 16 to 18, 2019. The parent coach training in Los Angeles was unique in that DEA did not have a local coalition partner to conduct planning and recruitment. Instead, DEA relied on the connections of the trainer to secure a venue and the DEA community outreach specialist's contacts to recruit most of the participants. In addition, one of Center on Addiction's veteran coaches disseminated a recruiting message to her network. A few other parent participants were recruited from Center on Addiction's volunteer survey.

**11**  
PARENT  Coaches Trained

**21**  
CASES  Taken by This Cohort of Parent Coaches

The parent coaching model provides parents who are struggling with their child's substance use with compassionate support from someone with similar experiences. Volunteer parents or family members who have been personally affected by their child's substance use and are ready to share their time and wisdom with other parents and families are eligible to become a parent coach. Throughout this national program, some parent coaches have children in recovery, some have lost children to a fatal overdose, and some have children who have relapsed or are active substance users. Parent coaches are not required or expected to have a professional background in substance use prevention or counseling.

The parent coach training is based on the Center for Motivation & Change: Foundation for Change's evidence-based principles of the Invitation to Change Approach, a combination of community reinforcement and family training, motivational interviewing, and acceptance and commitment therapy. After the training session, parent coaches commit to six months during which they provide one-on-one support over the phone to other parents whose children are currently struggling with substance use.

All the Los Angeles parent coaches responded to a post-training survey. All respondents indicated they were satisfied with the overall quality of the workshop and would recommend the workshop to others.

*“[It is critical to provide] information and education so that people could understand what really is going on with the opioid crisis and how they can do their part through a training, like the train-the-trainers where they learn their skill sets so they can take it out and actually provide that information to other people.”*

— Community respondent



## STRATEGIC PREVENTION FRAMEWORK TRAININGS

### 23 Training Participants

CADCA, partnering locally with the Los Angeles County Department of Public Health, conducted a training on April 13, 2019, at the Montebello Community Center.

Coalition leaders and community leaders as well as public health professionals were invited to the training, titled “Comprehensive Approaches to Addressing the Pills to Heroin Epidemic.” The learning objectives included:

- Engage community partners in discussions related to the role of prevention within the public health approach, the continuum of care, and the extent of the opioid crisis.
- Describe the Strategic Prevention Framework (SPF) and related community problem solving processes and engage coalitions in the SPF process.
- Share promising strategies and develop next steps to address opioid misuse in your community.
- Network with others.

The training is centered on the SPF problem analysis and strategies for substance misuse prevention within communities. During the training, participants learned how to apply the Substance Abuse and Mental Health Services Administration’s SPF to community problem solving. The SPF is a five-step planning process for preventing substance use and misuse that incorporates the guiding principles of cultural competence and sustainability.

*“I think it was very informative ... I think the content of what they presented was very beneficial. Especially since I lead a coalition ... having all those feedback from CADCA on how to support and enhance your coalition was very beneficial. And again, creating those connections with people that can be potentially your partners.”*

— Community respondent



To empower additional populations within the DEA 360 Strategy, CADCA typically facilitates a Youth Leadership Training in addition to the adult-focused Strategic Prevention Framework training. The Youth Leadership Training focuses on the foundations of leadership, the SPF, problem analysis, and strategies for substance misuse prevention among their peers. A Youth Leadership Training was planned in Los Angeles but, due to difficulties in recruiting youth, was cancelled the day of the event. The intent was for the event to occur at the same time and in the same venue as the adult-focused training. The Los Angeles County Department of Public Health, instead of CADCA, led recruitment of youth and experienced difficulties in solidifying participants through the school system and in arranging transportation of the youth during the summer event.

## OPIOID AWARENESS EVENT

**700** Participants

During Red Ribbon Week activities, DEA 360 held an event, “The Power and Impact of Opioids,” at the Ronald Reagan Presidential Library and Museum. The event, which focused on families, took place in the evening on October 22, 2019, and was free to the public. The event aimed to teach participants a wide variety of information related to the opioid issue and how it is affecting communities. The event featured keynote speeches from:

- Judge Enrique Camarena, Jr., son of fallen DEA Special Agent Kiki Camarena, whose death in the line of duty led to the creation of the Red Ribbon program.
- Becky Savage, president of 525 Foundation, whose two sons died by accidental opioid-related overdoses in the same night.
- Brandon Novak, a professional skateboarder, who is in recovery from opioid use disorder.





## OPIOID AND FENTANYL SECURITY SUMMIT

In collaboration with partners including the FBI and the Los Angeles County Sheriff's Department, DEA cohosted the Opioid and Fentanyl Security Summit on February 10 and 11, 2020, in Downey, California. The two-day summit had 350 participants and was free and open to the public. Speakers included law enforcement investigators, public health professionals, representatives from the medical examiner's office, pharmacists, and health care fraud experts. Those attending the summit participated in workshops on a variety of topics, including "Opioids 101," the latest trends in the national opioid crisis, and signs of an overdose. Resources and tools also were available to support educators.

### Security Summit Sponsors

- DEA
- FBI
- InfraGard National
- Joint Regional Intelligence Center
- LA County Department of Public Health
- LA County Sheriff's Department

*“It was a collaboration between the FBI, the DEA, and LA Sheriff's Department. And we had a two-day opioid awareness summit. Again, it was multi-disciplined, to where we had people from law enforcement. We had people from first responders to treatment — all to get together to, again, address current issues that we're dealing with in Southern California.”*

*— Community respondent*



## DEA'S NATIONAL PRESCRIPTION DRUG TAKE BACK DAY

As part of its community-engagement approach, DEA worked with various law enforcement agencies, school districts, and community coalitions to host take back day events. National Prescription Drug Take Back Day events address a critical public health and safety need by providing a safe, anonymous means of disposing of expired, unused, and unwanted prescription drugs. Held at locations throughout the greater Los Angeles Metropolitan Area, the events were cross promoted by partners via Twitter, including SBCUSD Police and the U.S. Attorney's Office for the Central District of California. DEA Special Agent in Charge William Bodner made an appearance on October 25, 2019, on radio station KNX 1070 to promote the event. DEA's Los Angeles Field Division collected **10,686 pounds** of prescription medications during the October 2019 take back day.



A community partner who had never held a take back day event shared that “[DEA was] really helpful in making sure that we had the tools” to successfully host the event. By working directly with community-based organizations, participating in planning meetings, and ensuring that organizations had the necessary information and resources, DEA built trust within the communities, many of which have historically had tense relationships with law enforcement. Together with their community partners, DEA helped to prevent thousands of pounds of unused prescription drugs from winding up in the wrong hands.

*“The DEA specifically was really instrumental in helping to develop these [Drug] Take Back events in South Los Angeles, which is an area that really struggled with having even still a decent relationship with law enforcement. And to ask that community to come out and bring out some unwanted, unused prescription drugs for safe disposal was just almost unheard of ... [DEA was] really helpful in helping to facilitate an event or process whereby it would generate participation from that area, that central area in Los Angeles, which had and still does have very strained relationships with law enforcement.”*

— Community respondent

## OTHER COMMUNITY EVENTS

Other community events included the InterPro seminar at Azusa Pacific University and a training for the University of Southern California's forensic social work program. The InterPro series facilitated collaboration and cross-communication between professionals (therapists, social workers, athletic trainers and physical therapists, nurses, and child development specialists) to identify and support individuals who are at high risk for opioid addiction.

Collaborating with the University of Southern California's forensic social work program, DEA provided information to support a cross-sector approach to homelessness, mental illness, and addiction. Graduate students in the program participate in “ride-alongs” with local law enforcement officers to better understand the multifaceted impact of the opioid epidemic.

## SUMMARY

Community outreach was a key component of the DEA 360 Strategy in Los Angeles. DEA Field Division staff conducted a variety of community outreach events to bring awareness to prescription opioid misuse and heroin use. This included numerous community presentations and trainings planned by DEA's local office in coordination with community coalitions, health care and substance misuse treatment and prevention providers, and national partners.

Community outreach included several trainings for parents and professionals. DEA field staff provided general awareness presentations at coalitions and schools throughout Los Angeles to build knowledge and understanding of the extent of the opioid problem, the definition of opioids, how opioids are misused, their impact on the brain, and action steps to address the issue locally. In addition, DEA provided targeted trainings to support medical and substance misuse treatment providers in developing cross-sector awareness. Representing true cross-collaboration, DEA presentations often included expert speakers from other agencies and fields who could focus on the needs and interests of those fields. For example, messaging was more relatable for medical providers when it was delivered from medical experts rather than DEA.

Community outreach also included biannual National Prescription Drug Take Back Day events at locations throughout the Los Angeles Field Division. These highly successful events removed thousands of pounds of unused prescription drugs from the community while also developing positive relationships within it.

Collectively, these community outreach events were considered a success and firmly established DEA as a valuable and trusted community partner whose support helped to elevate the prevention and response work already taking place within Los Angeles. As one community respondent shared, “[DEA] attending town halls and doing presentations and presenting information, providing information that the DEA is expert at providing ... just really enhanced what our providers do, certainly.”





# Youth Events

To build awareness among youth of the destructive impact of opioids and to support them in making healthier life choices, DEA engaged in several youth-focused events throughout Los Angeles. These activities included the Opioid Awareness Youth Summit, the “Youth Fest – I AM...” summit, school presentations, the DEA Educational Foundation YDP, and the Youth Martial Arts Program.

## OPIOID AWARENESS YOUTH SUMMIT

In May 2019, DEA’s Los Angeles Field Division hosted the Opioid Awareness Youth Summit at the Dolby Theatre in Hollywood. This “red carpet” event, held in the same venue that hosts the Oscars and the Grammys, was intended to build awareness among youth of the dangers of opioids while motivating them to live a healthy, drug-free life. The event featured various speakers, including DEA leadership, representatives from the White House and the U.S. Attorney’s Office, as well as several celebrities, many of whom have faced and overcome addiction. The summit culminated in a “Call to Action” pledge by youth to do their part to prevent opioid misuse.



### Youth Pledge to Fight Opioid Abuse

I, [state your name], pledge to be an ambassador, wherever I may be, and join in the fight against opioid abuse and addiction. I will be a strong advocate and educate my peers about the dangers of opioids, and I will seek assistance when needed. Today, I stand with you, and pledge my oath to fight opioid abuse and to save lives.

## Opioid Awareness Youth Summit Celebrity Speakers




- **Derek Fisher** is a former star NBA player for the Los Angeles Lakers and head coach of the Los Angeles Sparks.
- **Angela Kennecke** is a TV news anchor, investigative reporter, and mother. Ms. Kennecke advocates to erase the stigma surrounding addiction by raising awareness that addiction does not discriminate. Ms. Kennecke lost her daughter, Emily, to an opioid overdose and shared her story, including the issues surrounding opioid addiction, and the frustration and sense of helplessness faced by parents witnessing their child's battle with addiction.
- **Brandon Novak** is a professional skateboarder, star of MTV's Jackass movies, bestselling author, and motivational speaker. Mr. Novak shared his story of fame, addiction, and recovery with the youth.
- **Jack Osbourne** is a TV personality and executive producer of the Travel Channel series "Portals to Hell." Mr. Osbourne, son of musician Ozzy Osbourne, described his experience as the son of a person with a substance use disorder.
- **Dr. Drew Pinsky** is a TV and radio personality, medical doctor, and bestselling author. Dr. Drew, as he is known, hosts the MTV hit reality television series Teen Mom OG and Teen Mom 2 reunion specials, the Dr. Drew podcast, the Adam and Drew show, and #ThisLife podcast.
- **Khiree Smith** is an economic and human rights advocate. Mr. Smith coaches and inspires youth and adults from all over the world in strategic problem solving, violence prevention, policy advocacy, and public speaking.



About **1,800 high school students** from multiple high schools, as well as 200 adults, including representatives from partnering community-based organizations, attended the one-day event.

Prior to the launch of DEA 360, the Los Angeles Field Division had been planning a summit for youth. With 360, DEA staff began collaborating with CADCA to co-produce a youth summit that educated and motivated youth. A major theme of the summit was that addiction does not discriminate—that anyone, regardless of race, class, or economic status, can be devastatingly affected by addiction. In sharing their personal stories, the celebrity speakers were able to impart the truth about drug addiction in a way that resonated with the youth.

While the event faced some challenges (e.g., obtaining school participation due to the logistics of transporting students to the summit, arranging parking for the school buses, and getting students from the bus parking area to the Dolby Theatre), meeting organizers worked to address these challenges, ultimately ensuring the participation of over 2,000 attendees. Despite the challenges, the summit was universally hailed by community partners as a powerful and impactful event.



*“[The speakers] spoke the reality of what drug abuse and drug addiction has done to them, to drive that message home to the kids that like, hey, it doesn’t matter what economic social class you come from, drugs are equal opportunity destroyers. And for the kids to hear the message; that, man, I had everything, but I damn near lost everything, including my life, because of drugs was pretty powerful.”*

— Community respondent

*“I will tell you, the lineup of guest speakers is amazing. And I think that’s where most of the impact comes from, is hearing those stories and the kids being able to relate and resonate, and the message resonate with them. It definitely is an invaluable program.”*

— Community respondent

*“I really think it was rad. I think that ultimately what they did was they really laid out the red carpet. They brought these public faces, and they brought Jack Osbourne in, and they brought Dr. Drew in. Both very reputable, credible people that, that again, their messages hold depth and weight. There’s no question if they know what they’re talking about. So, they did it in Hollywood. They really made an impression. And that’s what I think is so important with that age group is to leave an impression. Something that when they talk about, they’ll continue to remember.”*

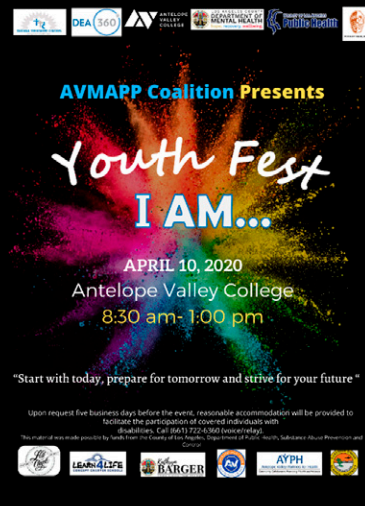
— Community respondent

## “Youth Fest – I AM...” Summit Partnering Organizations

- AVMAPP
- Antelope Valley College
- Antelope Valley High School District
- Children’s Center of Antelope Valley
- DEA
- LA County Department of Mental Health
- LA County Department of Public Health
- Learn for Life
- Tarzana Treatment Centers

*“Our youth right now are the ones that are kind of facilitating our planning committee. We’re supporting them enough so that they feel comfortable to be able to lead it.”*

— Community respondent



## “YOUTH FEST – I AM...” SUMMIT

Seeing the impact of the Opioid Awareness Youth Summit on the youth in attendance at the Dolby Theatre, representatives from the Antelope Valley Marijuana, Alcohol, and Pharmaceutical Prevention (AVMAPP) Coalition invited DEA to participate in helping them plan a youth summit in the Antelope Valley. One of the hot spots of opioid overdose in Los Angeles County, Antelope Valley is geographically remote from the rest of the region, with fewer available resources to support drug misuse prevention and response. The “Youth Fest – I AM...” summit was an opportunity to bring opioid misuse prevention education and messaging to the youth in that region.

*“I know that DEA 360 has done youth summits in the past, which we attended. That’s why we really wanted to have them as a key partner, because this is something they’ve done in the past before and this is one of our first youth summits. Really bringing their expertise and bringing what we do and understanding the community really enhances the work that we’re trying to do by bringing those two pieces together.”*

— Community respondent

While designed for youth, the “Youth Fest – I AM...” summit also was planned by youth. Adult AVMAPP partners provided guidance as the youth led the multiple subcommittees necessary to plan and develop the summit. Planned as a half-day event, the program included several workshops to build awareness of the impact of opioids and to provide alternatives and support youth in making healthier life choices.

Due to the impact of the 2020 COVID-19 pandemic, the “Youth Fest – I AM...” summit planned for April 10, 2020, was postponed until further notice.





## SCHOOL AND COMMUNITY PRESENTATIONS

In addition to the Opioid Awareness Youth Summit and the “Youth Fest – I AM...” summit, DEA partnered with schools to provide presentations to students and to faculty and staff. DEA's Diversion Outreach Coordinator and 360 Community Outreach Specialist delivered presentations in various school settings, such as health classrooms and after-school programs. The presentations were an opportunity to build awareness of the reach and impact of opioids within the community.

*“The education and outreach in the community and the DEA has been really resourceful in helping to facilitate specific conversations with community members. Attending town halls and doing presentations and presenting information, providing information that the DEA is expert at providing.”*

— Community respondent

## YOUTH DANCE PROGRAM

The YDP in Los Angeles was present at three schools.



**St. Raphael School in South Los Angeles, 28 students**  
October 11, 2019–April 2020\*

**KIPP Los Angeles Prep in Boyle Heights, 10 students**  
October 29, 2019–December 19, 2019

**KIPP Promesa Prep in Boyle Heights, 10 students**  
February 7, 2020–May 2020\*

YDP offers a positive, healthy alternative to drug use through the artistic outlet of dance. This reach occurs through three methods:

- Presenting exciting and interactive professional performances where students receive messages about staying drug-free and healthy, working as a team, taking a “positive” risk in trying something new, and using dance to bring joy through physical movement.
- Holding a free dance class series in a safe location where students have the opportunity to work with mentors and focus on working in a positive environment with peers, resisting peer pressure, building self-confidence, and participating in a healthy activity.
- Providing children with their own performance opportunities at their schools for an exciting outlet to showcase their hard work and accomplishments.

Though not a typical drug education class, YDP serves as a vehicle to empower kids and to teach them focus and discipline through positive mentorship, all while having the opportunity to express their emotions in a healthy way through dance.

YDP in Los Angeles was facilitated by Culture Shock LA, a nonprofit dance and arts education organization using hip-hop and urban dance culture to cultivate meaningful education, empowerment, and entertainment programs that inspire positive change in the communities they serve. The group works to explain the rich cultural history of the hip-hop movement, showcase its solid foundation in the arts, and promote appreciation and respect for cultural diversity.

The St. Raphael YDP began with a launch assembly for third grade students and staff, and the other two schools launched their YDP without an initial assembly. The program held 20 dance classes at each school. At St. Raphael School, classes met once per

\*These are originally scheduled dates that have been cancelled or may be rescheduled due to the COVID-19 public health crisis and related school closures.



week for 20 weeks, with 28 third grade students attending. At KIPP Los Angeles Prep, classes met three times per week for 20 classes, with ten students attending. At KIPP Promesa Prep, classes met twice per week for 20 classes, with ten students attending. The YDP curriculum includes topics such as Building Self-Esteem, Team Building, Self-Expression, Healthy Lifestyle, Responsibility, Resisting Peer Pressure, and Living Their Dreams. At the end of the classes, there are typically final assemblies in each school for students to demonstrate their work for the school and community. These final assemblies are attended by elementary students, teachers, parents, community members, and DEA staff. Classes have been delayed or cancelled due to school closures resulting from the COVID-19 pandemic.

*“The DEA dance program positively impacts the kids in multiple ways! Dance is uniquely powerful in the way it is both physically challenging and creatively stimulating, and I watch as the kids constantly rise to the challenges I give them. They are learning so much about body awareness, empathy, and creative expression, and they are having FUN doing it. Some of the boys have even started to call dance one of their ‘favorite sports,’ which I’m particularly proud of, since dance can sometimes be stereotyped as a feminine activity in our culture.”*

— YDP instructor

**The DEA Educational Foundation also conducted a pilot Youth Martial Arts Program in Los Angeles. Two martial arts programs were held at the Richstone Family Center in Hawthorne.**

Venus Lau facilitated the 2019 program and Kaizen Dojo is facilitating the 2020 program.

Similar to YDP, the martial arts program launched with an assembly attended by students and staff. The students met twice per week for martial arts classes, and the program ended with a final assembly where the students performed what they had learned. The August 17, 2019, final assembly was attended by students, parents, staff, and volunteers. At Richstone’s back-to-school event, students provided a brief demonstration of skills learned and program information, and materials were distributed.



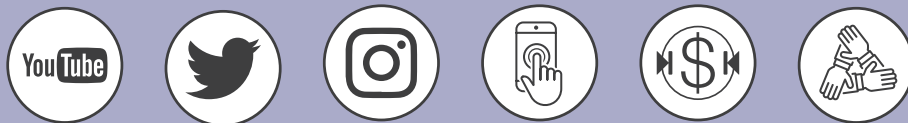
\*These are originally scheduled dates that have been canceled or may be rescheduled due to the COVID-19 public health crisis and related school closures.

## SUMMARY

Consistent with DEA 360's focus on preventing opioid misuse among youth, the Opioid Awareness Youth Summit and the "Youth Fest – I AM..." summit were designed to build awareness among youth of the destructive power and impact of opioids. With celebrity speakers, the Opioid Awareness Youth Summit was able to deliver an emotionally resonant message to youth that addiction is not a disease of any one class, race, or lifestyle. As one community respondent shared, "I've been working with kids for about 4–5 years. And the youth summit at the Dolby was probably the best youth program that I had attended." While the "Youth Fest – I AM" summit had to be postponed due to the COVID-19 crisis, it, too, planned to deliver an educational message and support youth in identifying healthier alternatives to drugs and alcohol.

Supporting youth in developing positive life skills, YDP and the Youth Martial Arts Program taught focus and discipline through positive mentorship and creative expression. DEA 360 also supported outreach to schools throughout Los Angeles County with presentations provided by DEA's local office. These presentations shared information about the opioid epidemic as well as DEA 360 initiatives in general.

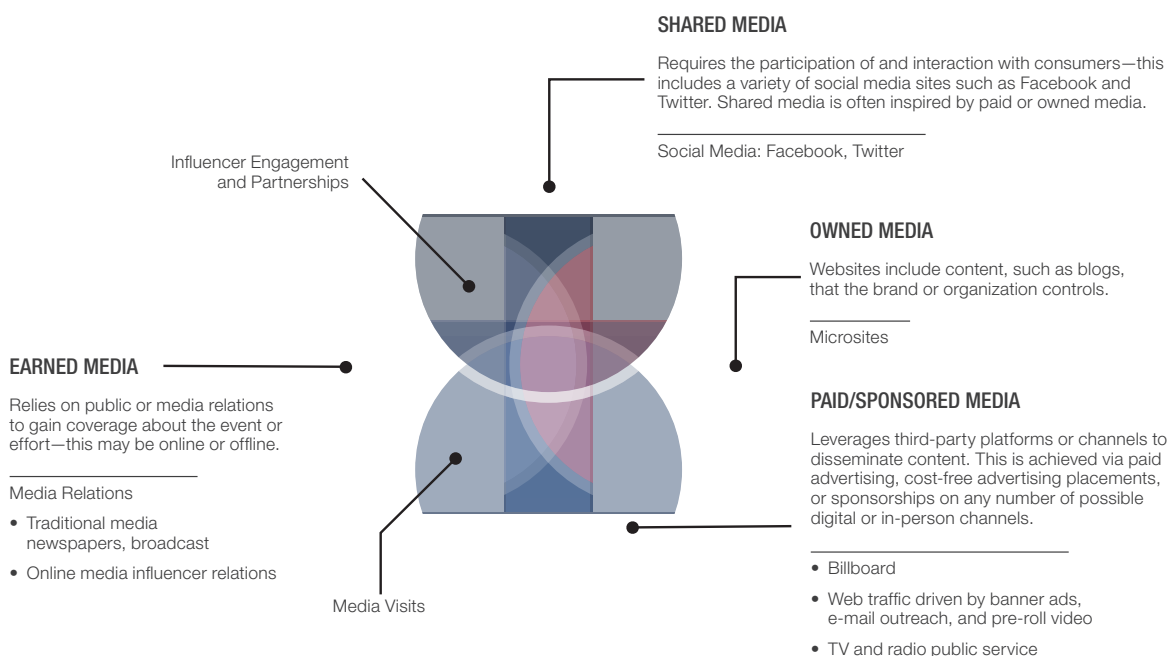




# Media Outreach

The DEA 360 Strategy in Los Angeles involved various media outreach efforts—television and radio ads, digital marketing, social media, and a billboard placement—in the Los Angeles media market to raise awareness about the opioid epidemic and resources to address the epidemic in the community. In the following section, we present metric results from the four types of media used in Los Angeles—paid/sponsored, earned, shared (social), and owned (microsites).

Community messaging and media outreach is a central component of the DEA 360 Strategy. As noted in the A. Bright Idea DEA 360 Strategy Campaign Execution Guide, “The DEA 360 Strategy campaign utilizes a comprehensive communication approach with aggressive public messaging through mass media, television, radio, and social media outlets.”



# PAID/SPONSORED MEDIA

## Campaign Overview

In 2019, DEA 360 used paid and earned media placements and sponsorships to disseminate information to the Los Angeles area on the dangers and effects of opioid and fentanyl addiction. DEA used the following tactics to reach members of the community, including parents, youth, and individuals struggling with addiction.



### A Partnership for a Drug Free Los Angeles

Media visits and public service announcements (PSAs)



### “Wake Up Los Angeles” Paid Media Buy

- |                    |                               |
|--------------------|-------------------------------|
| • <b>Broadcast</b> | Television and radio coverage |
| • <b>Outdoor</b>   | Digital billboard units       |
| • <b>Digital</b>   | Online and mobile placements  |

## A Partnership for a Drug Free Los Angeles: Media Visits and PSAs

Media visits were conducted on November 12, 2019, in coordination with the top broadcast networks in the Los Angeles designated market area in attendance: KNBC/NBC, KABC/ABC, KCBS/CBS, KTTV/FOX, as well as KTLA, the top independently owned station in the market. As inventory allowed, the networks ran no-charge PSAs promoting the DrugFree.org landing page. Through the duration of the campaign, a total of 588 spots ran, delivering an estimated media value of \$210,000.

## Wake Up Los Angeles Media Buy

The Wake Up Los Angeles paid campaign, consisting of both online and offline media channels, ran for 19 weeks, from April 15 to August 25, 2019, with coverage exclusively in Los Angeles County.

A. Bright Idea placed a total of 1,366 fifteen- and thirty-second radio and television spots and four digital billboard units, and delivered **more than 5 million digital ad impressions, which resulted in approximately 10,800 clicks to the landing page.**

The paid media buys also resulted in an ample amount of added value provided by vendor partners, including Spanish-language placements on KFOO-FM. These added-value placements totaled approximately **14.8 million impressions** across all media channels at no additional cost.

### Why This Matters

Television and radio airings reach diverse audiences across a wide area. Broadcast also increases awareness in an impactful way, as consumers are more likely to retain a message presented in audio or video format than from an image alone; thus, broadcast spots create higher recall than other placements.



## Outdoor: Digital Billboard Units

The Wake Up Los Angeles outdoor buy included four digital billboard unit rotations on one digital billboard located on Interstate 110 (Harbor Freeway). Of the four rotations, three were provided by the outdoor partner at no charge, resulting in a delivery of **300 percent added value**.

The selected four-screen unit has both north- and south-facing sides; two in either direction. Wake Up Los Angeles messaging rotated on each screen for a total of 8 seconds per rotation. Below is a summary of the total impressions delivered.

OUTDOOR UNIT	DELIVERY TYPE	RUN DATE	IMPRESSIONS
DIGITAL BILLBOARD	PAID	4/15/19 – 8/25/19	10,139,548
DIGITAL BILLBOARD	ADDED-VALUE	4/15/19 – 8/25/19	11,000,000
<b>TOTALS</b>			<b>21,139,548</b>

### Why This Matters

Outdoor billboards, both static and digital, are large scale and attention grabbing. They deliver high quantities of impressions at a low cost to mass audiences. Further, these units are placed in highly targeted areas that pinpoint target locations, reaching diverse audiences.



## Digital Advertising

Digital media, including online radio, online and mobile display, paid search, online video, and paid social media ads included direct calls-to-action that encouraged users to visit the Wake Up Los Angeles website to find additional information.

- Digital display ads were purchased through an external vendor partner who targeted placements for audiences in the age range of 25–54. These ads delivered a high number of impressions on Facebook and Instagram, but unfortunately had a very low click-through rate (CTR)—0.09% compared to an industry standard of 0.9%.
- Digital video ads leveraged the imagery from the television PSA placements. Video ads were viewed to 100% entirety (full video) 28% of the time.
- Paid search ads, while more effective at delivering clicks to the site than other tactics, were pricey, resulting in a \$2.06 average cost per click to the site.

In total, the paid digital efforts delivered more than 5 million impressions, resulting in nearly 11,000 clicks to the Wake Up Los Angeles site.

## Why This Matters

Digital advertising has the ability to be far more targeted than offline media like broadcast and outdoor billboards. Digital placements can be targeted toward the exact audiences that are relevant to the Wake Up Los Angeles campaign, decreasing waste and delivering relevant and specific creative messaging. The ads also link directly to the campaign landing page, helping to drive interested users to the site for information and resources. Digital units are also trackable, and buys may be optimized and adjusted for peak performance.

Comprehensive digital media placement delivery metrics are provided here:

TACTIC	IMPRESSIONS	CLICKS	CTR	BENCHMARK CTR
ONLINE/MOBILE DISPLAY	1,506,044	2,431	0.16%	0.20%
PAID SOCIAL MEDIA	2,845,263	2,532	0.09%	0.90%
YOUTUBE/VIDEO	630,534	948	0.15%	0.35%
PAID SEARCH	212,771	4,775	2.24%	2.00%
<b>TOTALS</b>	<b>5,194,612</b>	<b>10,686</b>	<b>2.64%</b>	

## Digital Media Creative Samples



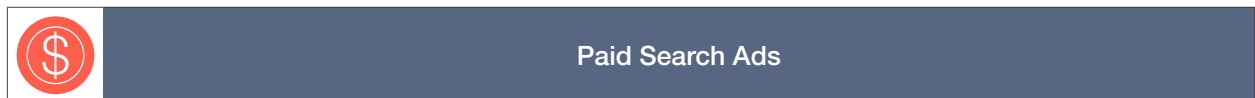
Online/Mobile Display



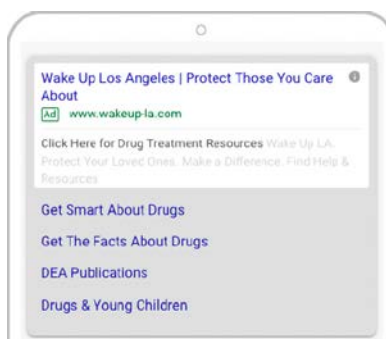
YouTube Video



Paid Social Media Ads



Paid Search Ads



While @DEALosAngeles remains active in posting enforcement and general opioid information, it did not actively post about the DEA 360 effort. There was minimal social media presence related to DEA 360 in Los Angeles based on a search of #DEA360 and #DEA360YouthSummit.<sup>4</sup>

The Opioid Awareness Youth Summit occurred at the Dolby Theater on May 2, 2019. On Twitter, there were **11 mentions of the #DEA360YouthSummit** hashtag that resulted in a potential audience of 85,097 viewers. Below were the top terms of discussion:



Sprinklr, a social media listening tool, allows users to search topics or keywords to determine what is being said about an account, brand, or topic, and who is engaging in the conversation. It goes deeper than traditional social media analytics such as likes, comments, or shares, and instead provides actionable insights that allow users to answer strategic questions, discover conversation trends, and better understand their audience.

## Example YOUTH SUMMIT POSTS, Instagram



South Hills Counseling @southhillscounseling

129  
LIKES

1

COMMENT



Pasadena High School Bulldogs @pasadenahsbulldogs

60  
LIKES

0

COMMENTS



John H. Francis Polytechnic HS @phsparrots

63  
LIKES

0

COMMENTS



## Example YOUTH SUMMIT POSTS, Twitter



## Celebrity Engagement: Instagram and Twitter

The DEA representative embraced the power of social media to identify several of the summit presenters; the presenters were contacted initially through Instagram direct messaging.

The presenters acted as “influencers” during the summit and garnered some higher profile engagement on Instagram. For example, the top-performing post on Instagram was from presenter Brandon Novak, a skateboarder and individual in recovery who has over 321,000 followers. His post received 914 comments and 19,242 likes. Another presenter, Angie Kennecke, who is a journalist and news anchor with 2,305 followers, had 4 posts for the summit on Instagram. Her top post featured the same photo as Brandon Novak’s, tagging Brandon Novak and Jack Osbourne, and received 237 likes and 14 comments.



### Recommendation

Any person attending an event or training, including celebrities or other public figures, should be encouraged to use the city-specific hashtag to ensure users can follow the hashtag to get the latest news and updates on the effort.





## Earned Media Outreach

Earned media outreach in Los Angeles consisted of a campaign kickoff press conference (December 18, 2018), the DEA 360 Youth Summit, and notable coverage around the DEA Fusion Task Force.<sup>5</sup> Overall, coverage came from online media outlets, local blogs, and broadcast radio/television clips.<sup>6</sup>

## Media Coverage

Earned media coverage consisted of 28 news clips, reaching a total estimated audience of 24,122,343.





Earned media coverage included:

<b>13</b>	online clips, reaching	<b>15,349,611</b>	internet users
<b>14</b>	broadcast radio/TV clips, reaching	<b>8,194,616</b>	viewers
<b>1</b>	blog post, reaching	<b>578,116</b>	readers

<sup>5</sup> Full media placements can be found in the appendix.

<sup>6</sup> Earned media coverage and data were provided using Cision. Cision is a media monitoring tool that provides news clips based on a specific set of keywords during a certain period. ICF conducted a Cision search of all news coverage of the DEA 360 program using the keywords *DEA360*, *California*, *Awareness Youth Summit*, and *Dolby Theatre*. ICF also conducted a Cision search of all news coverage of the DEA Fusion Task Force without including any of the DEA 360 keywords. The keywords used in this search were *Fusion Task Force*, *HIDTA Fusion Task Force*, *David Downing*, *Daniel C. Comeaux*, and *Los Angeles*. The time period for earned media analysis was November 1, 2018–February 29, 2020.

Most stories ran in the Los Angeles designated market area, with the majority running in Los Angeles:

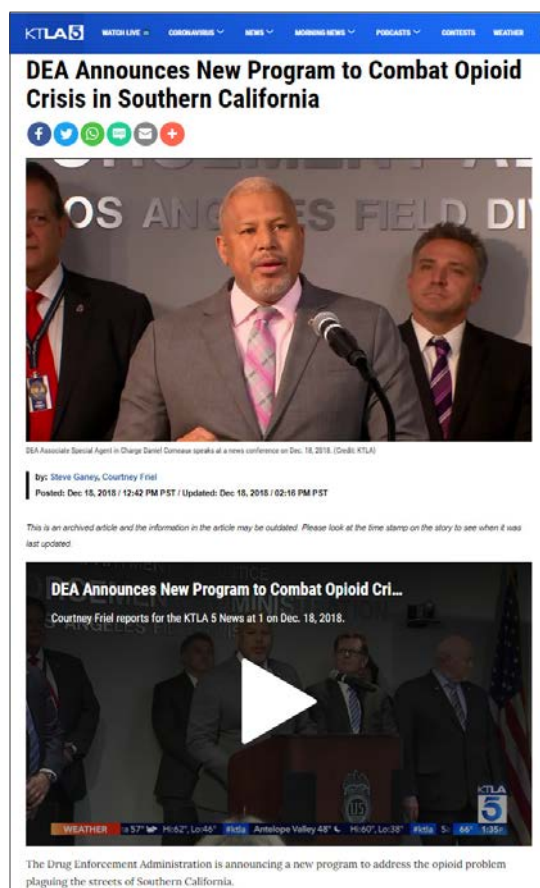
<b>KTTV-LA</b>		6 broadcast stories
<b>KTLA News</b>		1 broadcast clip and 2 online stories
<b>KABC-TV</b>		1 broadcast clip and 3 online stories
<b>KNX-AM (radio)</b>		6 broadcast radio clips and 1 online story

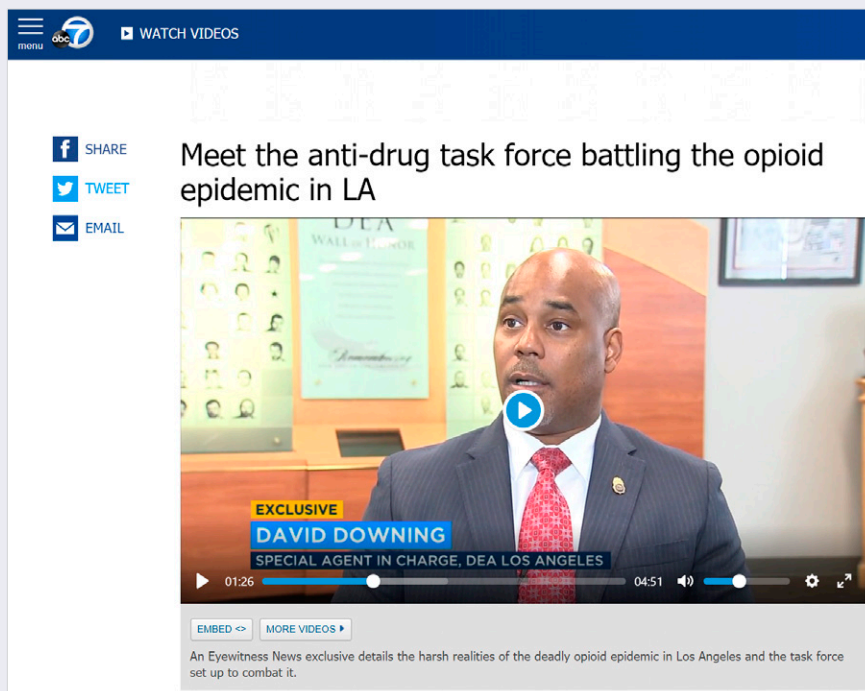
### Kickoff Event/Press Conference

The campaign kickoff press conference, held on December 18, 2018, was covered by local news stations KTLA, KTTV-LA (Fox), and KABC-LA (ABC). The media coverage included TV clips featuring quotes from Associate Special Agent in Charge (SAC) Daniel Comeaux, DEA SAC David Downing, and U.S. Attorney Nick Hanna. KTLA 5 covered the kickoff event in an online story accompanied by a version of the broadcast clip. In the broadcast clip, Associate SAC Comeaux notes, “Just because you have a lab coat on and a name tag on your lab coat, does not mean you are a good person, and if you are doing something wrong we will come after you.” The quote refers to the arrest of a doctor in Orange County who was illegally prescribing opioids, which sparked the 360 Strategy in Los Angeles. Local radio station KNX 1070 covered the story, which mentioned the arrest coincided with the kickoff event.

### DEA 360 Youth Summit

The DEA 360 Youth Summit was another driver of press coverage for DEA 360 Los Angeles. The summit was held at the Dolby Theatre in Hollywood, California, on May 2, 2019. Nearly 2,000 high school students from around Los Angeles were invited to attend the event, which included welcoming remarks from U.S. Attorney for the Central California District Nick Hanna and focused on messages of self-empowerment and making healthy choices when faced with substance abuse. The overall goal of the summit was to provide information to help the students address the growing opioid epidemic.



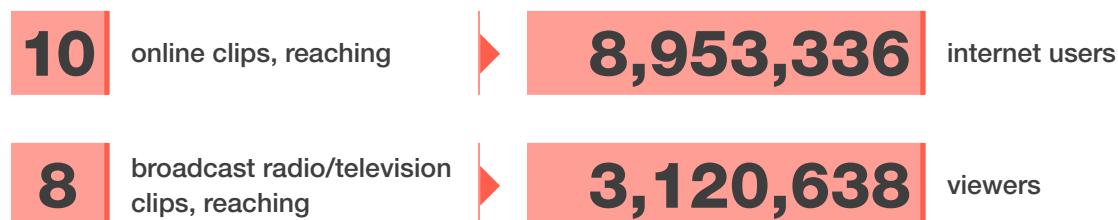


Overall, 14 news clips mentioned the Youth Summit. KNX-AM radio and KTTV-LA (Fox) aired a segment mentioning the Youth Summit multiple times throughout their daily programming. One notable mention was given by Sandra Endo during Good Day L.A.'s daily program. Out of all news coverage around the Youth Summit, the Good Day L.A. segment had the highest combined "Readership" (impressions).

### DEA Fusion Task Force

The Fusion Task Force was formed by DEA SAC David J. Downing to be part of the Los Angeles HIDTA. The Fusion Task Force combines the talents of law enforcement officers from DEA, the LA Sheriff's Department, and the LA Police Department, as well as other federal agencies.

Earned media coverage of the Fusion Task Force consisted of 18 news clips, reaching a total estimated audience of 12,073,974. Coverage included:



Throughout the course of the 360 Strategy, overall coverage of the Fusion Task Force came from online media outlets and broadcast radio/television clips. Most of the stories ran in Los Angeles.

## Microsites

Three microsites were created for Los Angeles' DEA 360 Strategy: **WakeUp LA**, **Just Think Twice LA**, and **Get Smart About Drugs LA**. These sites were intended to provide resources and information related to opioid addiction, as well as highlight Los Angeles' awareness, enforcement, and legislative efforts for persons in the Los Angeles designated market area.

The **WakeUp LA microsite** was the primary destination for almost all of the digital advertisements, PSAs, and other outreach efforts conducted by A. Bright Idea as part of its WakeUp LA campaign. This microsite served as a landing (entry) page for the other two microsites.

The **Just Think Twice LA microsite** was built primarily for teen audiences. It includes facts about heroin use and prescription drug misuse, resources for users looking to get help, ways to get involved in community programs, true stories of people who previously used drugs, and recent news items about heroin use and prescription drug misuse in Los Angeles.

The **Get Smart About Drugs LA microsite** was built primarily for parents, educators, and caregivers. It includes a description of the heroin use and prescription drug misuse problem in Los Angeles, resources for people seeking help, ways to identify people who may be misusing drugs, ways to get involved at the community level, and recent news on heroin use and prescription drug misuse in Los Angeles.

Data for all microsites were collected using Google Analytics, and the time period for analysis was November 1, 2018, to February 29, 2020.

A microsite is an individual webpage or a small cluster of pages meant to function as a discrete entity within an existing website or to complement an offline activity.

<b>SESSIONS</b>	The number of times the website is accessed.
<b>USERS</b>	The number of unique individuals who visit the website. Visitors are determined by IP address, so it is possible an individual could count as more than one visitor if he/she visits the website on multiple devices.
<b>BOUNCE RATE</b>	The total number of visits divided by the number of visits that only have one page view.
<b>AVERAGE SESSION DURATION</b>	The total duration of all visits divided by the total number of visits.
<b>PAGES PER VISIT</b>	The total number of page views divided by the total number of visits.
<b>PAGE VIEWS</b>	The number of times a specific webpage is accessed. A page may be viewed multiple times in a single visit.

## High-Level Overview

Figure 1: Microsite Visits and Engagement

MICROSITES	PAGE VIEWS	SESSIONS	USERS	PAGES PER VISIT	BOUNCE RATE	AVERAGE SESSION DURATION
WAKEUP LA	11,008	9,585	8,789	1.15	88.05%	0:18
GET SMART ABOUT DRUGS LA	4,309	2,025	1,654	2.13	67.26%	1:25
JUST THINK TWICE LA	1,584	805	645	1.97	58.01%	1:25

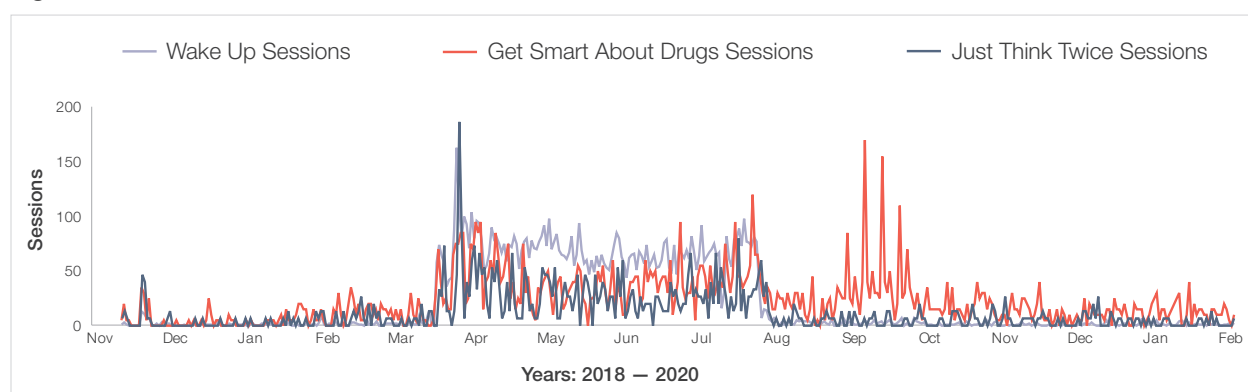
The WakeUp LA site saw the highest amount of traffic among the three sites, as it was the primary landing page for campaign efforts. Since the intent of this page was to direct users to one of two other microsites, the high bounce rate and low site engagement is expected.

However, the WakeUp LA site did not effectively funnel users to either the Get Smart About Drugs LA or Just Think Twice LA websites.

- Get Smart About Drugs LA had 145 sessions from users coming from the WakeUp LA site (7 percent of all website sessions), and Just Think Twice LA had 92 sessions from users coming from the WakeUp LA site (11 percent of all website sessions).
- While WakeUp LA did not drive a lot of sessions, the users who arrived on Get Smart About Drugs LA and Just Think Twice LA from WakeUp LA had above average engagement compared to users coming from other sources.

Among the two audience targeted microsites, the Get Smart About Drugs LA website had more sessions than Just Think Twice LA, although the engagement on both of these sites (e.g., bounce rate, pages per visit, average session duration) was about equal and fell into an acceptable range for good engagement.

**Figure 2: Microsite Visitors**



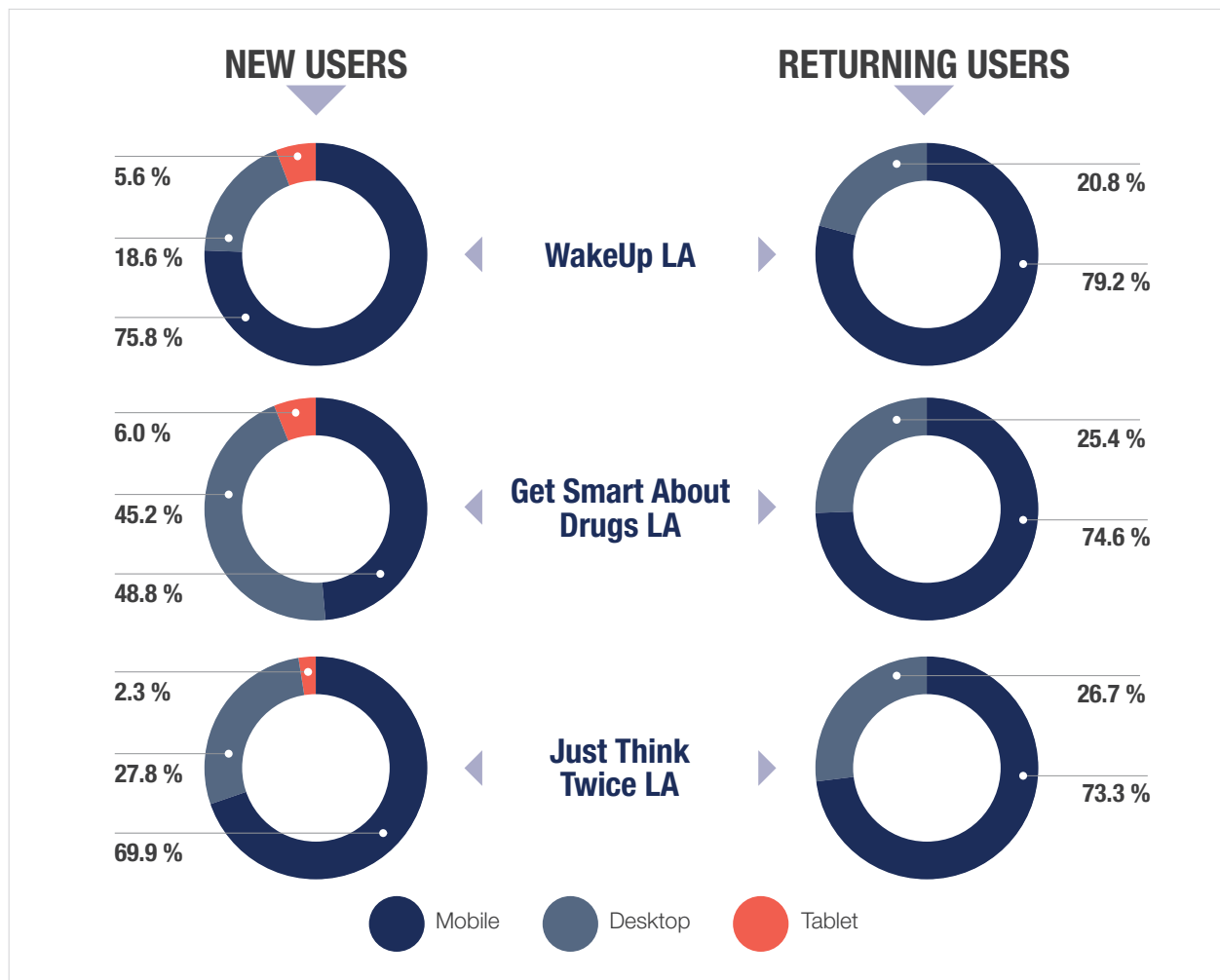
DEA 360 Kickoff Press Conference	<b>December 18, 2018</b>	<b>KEY DATES</b> Driving Microsite Visitors
Paid Media Campaign	<b>April 15 through August 20, 2019</b>	
Youth Summit	<b>May 2019</b>	
National Prescription Drug Take Back Day	<b>October 2019</b>	

The vast majority of visits to the WakeUp LA website occurred from April 15 to August 20, 2019, during the WakeUp LA paid media campaign run by A. Bright Idea. There was a small spike in visitors in the wake of the DEA-360 Los Angeles Kickoff Press Conference on December 18, 2018. The Youth Summit, which took place on May 2, also did not seem to affect sessions across any of the microsites. There was a spike in traffic for Just Think Twice LA on April 23, 2019 (28 sessions), primarily from direct (unidentifiable) traffic that does not align with any public events. Get Smart About Drugs LA saw spikes in traffic on October 4, 2019 (34 sessions), and October 11, 2019 (31 sessions). In both cases, the increases were driven by traffic from GovDelivery e-mails but seemingly did not correspond with any major event.

## Why This Matters

- Examining website traffic at a high level can provide insights that lead to deeper dives into the data and more meaningful insights. These data are also good for checking the health of a campaign as it is ongoing and making adjustments as needed to outreach.
- Increases in website traffic did not seem to align with any DEA 360 events, and the larger events seemed to have little impact on driving website sessions. This disconnect between elements of the larger campaign and the websites built for the campaign indicates that the microsites were not woven into outreach or messaging efforts effectively.
- While the WakeUp LA microsite saw the highest amount of traffic among the three microsites, it did not effectively drive traffic to Just Think Twice LA and Get Smart About Drugs LA.

Figure 3: Device Usage by Sessions and New/Returning Users



Across WakeUp LA and Just Think Twice LA, more sessions occurred on mobile devices than any other device category. This is not surprising, as the number of Americans whose mobile devices are their **main means of accessing the internet** has increased over the past 15 years, particularly among low socioeconomic populations.<sup>vii</sup> Additionally, for WakeUp LA, the vast majority of website users coming from paid media tactics were on mobile devices. This highlights the need for any web-based resources to be mobile friendly. However, the WakeUp LA microsite's mobile responsiveness is not ideal, meaning that it does not adjust enough to be readable for users who access it on mobile or tablet devices. The large percentage

of users on desktop devices arriving on the Get Smart About Drugs LA microsite came from Google organic search, which is interesting, as most search activity takes place on mobile devices. This could indicate that desktop users arriving in this manner are accessing the site for more professional or educational reasons (i.e., they are accessing the site as part of their job/position and to download educational materials).

There is a fairly large segment of returning users (approximately 21–27%), which refers to users who have frequented the website more than once during the analysis period. The returning users for the WakeUp LA microsite primarily came from paid search, meaning they searched for a specific query or queries and clicked on a paid search ad multiple times (over multiple time periods) to arrive on the WakeUp LA site. Returning users for the other two microsites seemed to mostly come from direct (cannot be identified) or Google organic search. Given the high number of returning users, it is critical to ensure that content is regularly updated, which can increase the site's usefulness to users.

## Acquisition

Across two of the three microsites, Get Smart About Drugs LA and Just Think Twice LA, the top acquisition source was “Direct.” Direct visits are traffic where Google Analytics cannot determine a specific source. This includes visits where a user entered the website URL manually, had the URL bookmarked, visited from a mobile application, visited from paid advertisements that were not properly tagged with campaign source information, or a number of other reasons. Direct visits are hard to analyze, as they provide no context to the website visit and it is impossible to tell what outreach tactics did or did not drive microsite traffic (except for Google Paid Search, some display ads, and a few of the online radio/video ads, which Google Analytics automatically identifies).

- Google organic search was among the top drivers of traffic across all of the microsites. Unfortunately, users from Google organic search had high bounce rates and lower pages per session than other acquisition sources.
- For both Get Smart About Drugs LA and Just Think Twice LA, users coming from WakeUp LA had excellent website engagement compared to other acquisition sources.
- GovDelivery delivered the most engaged website users for the Get Smart About Drugs LA website, although it only drove 157 website sessions overall.
- Traffic from Facebook, both paid ads and organic posts, produced the worst website engagement out of any acquisition source or tactic. There was likely a disconnect between the messaging in the posts and user expectations for the microsites.
- Earned media (news media) was not a driver of organic traffic to any of the websites. It seems that most earned media articles did not explicitly link back to any of the microsites, so direct attribution of their influence cannot be measured.
- For the WakeUp LA website, paid media was definitely the most significant contributor to traffic from the data that are available for analysis (excluding direct traffic that is not identifiable). Google paid search drove the most sessions (5,063) to WakeUp LA, followed by iHeartRadio display ads (1,291), and Facebook ads (1,131 sessions). Users coming from Google paid search were also more likely than users coming from other paid media tactics to click on the links to either Get Smart About Drugs LA (513 clicks) or Just Think Twice LA (470 clicks).<sup>7, 8</sup>

<sup>7</sup> The available click data doesn't match up with acquisition data for Just Think Twice LA or Get Smart About Drugs LA, which indicate far less visits from the Wake Up LA site. It is possible that the event (custom metric) that collects this click data is not implemented correctly or some traffic from the WakeUp LA site is coming in as direct for the other two microsites.

<sup>8</sup> Social media acquisition data for WakeUp LA is difficult to interpret, as paid advertisements and organic posts are not distinguished in the data due to a lack of proper link tagging. Facebook led all social media referrers, with 257 sessions, although website engagement from this tactic was almost nonexistent. Instagram was similar, with 74 sessions and below average website engagement.

## Geographic Location

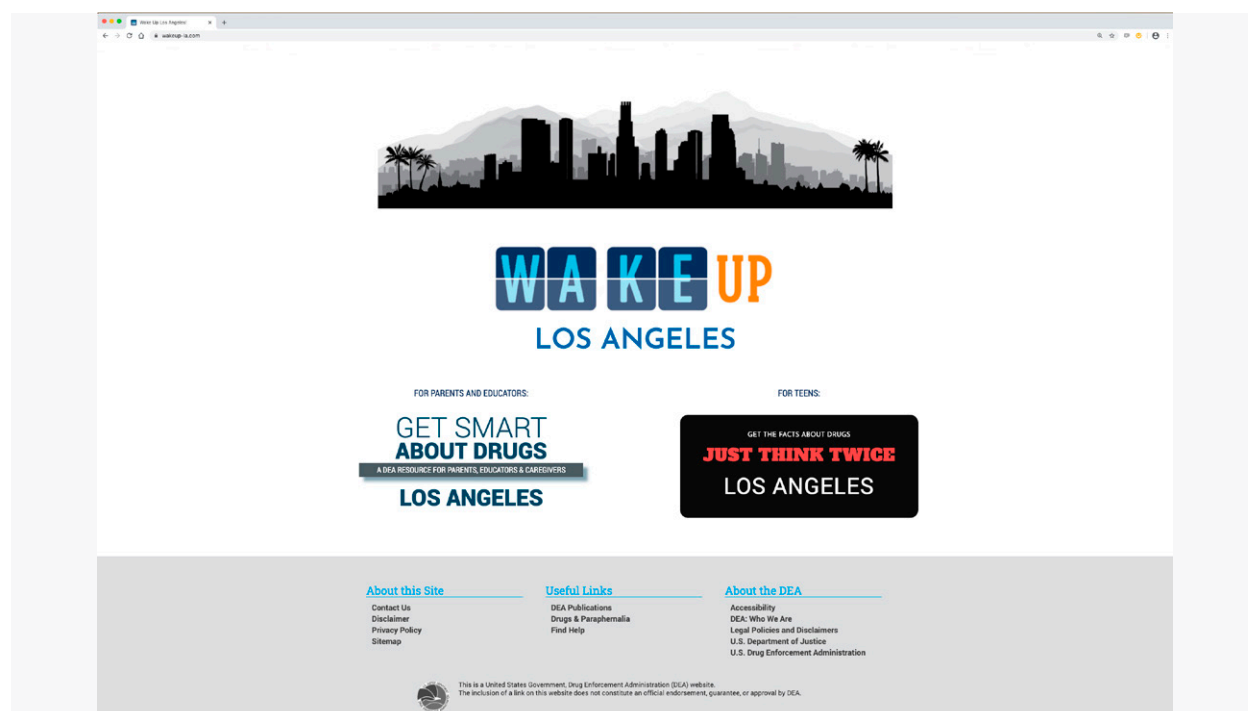
The WakeUp LA website and two microsites had a majority of traffic coming from California. Around 40% of users across the three sites were from Los Angeles county.

Figure 4: Geographic Location of Website Visits

WEBSITE	VISITS FROM CALIFORNIA	VISITS FROM LOS ANGELES	% OF ALL U.S. WEBSITE VISITS COMING FROM CALIFORNIA/LOS ANGELES	
WAKEUP LA	7,063	3,707	84%	44%
GET SMART ABOUT DRUGS LA	1,293	709	67%	37%
JUST THINK TWICE LA	547	325	75%	45%

## Site Behavior

Both the Get Smart About Drugs LA and Just Think Twice LA websites featured a number of different downloadable PDF documents, YouTube embedded videos, and links to news articles or websites with additional opioid addiction support services. Downloading materials was not a common user behavior on either website, likely due to the materials being included on pages that took multiple clicks from the homepage to access. The top clicked outbound link (a link to another website) on Just Think Twice LA was a link found in the footer of the site that directs the user to a page with DEA job opportunities. This link was actually a large button, which made it more prominent than other links found on the site. This link was not included on the Get Smart About Drugs LA site. The top clicked outbound link on the Get Smart About Drugs LA site was to a site where persons could get naloxone, featured on the naloxone page. This page was the third most common landing (entry) page on the website, so it is not surprising it was clicked so much.



The YouTube videos seemed to have fairly low views, based on the prominent placement of video content on the homepages of both websites and number of users who could have interacted with the videos.

Looking at the top content across the microsites, it is very clear that users on Get Smart About Drugs LA are looking for information on resources and treatment. However, the links given the most prominence on the homepage of Get Smart About Drugs LA deal with unused medication, a quiz on opioids, and a call to sign up for e-mail updates. Users did not engage with these links much, as they seemed much more drawn to resources.

## Center on Addiction Efforts

Center on Addiction ran outreach efforts throughout the analysis period. From October 1, 2018 (start of the 2018–2019 fiscal year), through the end of February 2020, 524,669 Californians visited drugfree.org (counting unique users). They also provide a helpline service, which supports families affected by a son or daughter's substance use. From January 1, 2019, through February 2020, 386 California families have received support through this service.

**Figure 5: Site Behavior**

MICROSITES	TOP VISITED WEBSITE CONTENT (PAGEVIEWS)	PDF DOWNLOADS	OUTBOUND LINK CLICKS	YOUTUBE VIDEOS
WakeUp LA	N/A	N/A	<ul style="list-style-type: none"> <li>Overall: 2,720</li> <li>Top clicked link: <a href="https://www.getsmartaboutdrugs.gov/la">https://www.getsmartaboutdrugs.gov/la</a> (1,017)</li> </ul>	N/A
Get Smart About Drugs LA	<ul style="list-style-type: none"> <li>Get Smart About Drugs Los Angeles (1,269)</li> <li>Local, State, and National Resources (472)</li> <li>Events (382)</li> <li>Find Treatment (304)</li> <li>Resources (266)</li> </ul>	<ul style="list-style-type: none"> <li>Overall: 66</li> <li>Top downloaded material: <a href="https://www.getsmartaboutdrugs.gov/nm/sites/default/files/360_Fact_Sheet_Dec17.pdf">https://www.getsmartaboutdrugs.gov/nm/sites/default/files/360_Fact_Sheet_Dec17.pdf</a> (8 downloads)</li> </ul>	<ul style="list-style-type: none"> <li>Overall: 764</li> <li>Top clicked link: <a href="http://www.drugpolicy.org/pharmacy-naloxone-access-california">http://www.drugpolicy.org/pharmacy-naloxone-access-california</a> (117 clicks)</li> </ul>	<ul style="list-style-type: none"> <li>Overall video views: 98</li> <li>Top video: DEA 360 LA Public Service Announcement (93 views)</li> </ul>
Just Think Twice LA	<ul style="list-style-type: none"> <li>Just Think Twice Los Angeles (813)</li> <li>Matthew McKinney, 17, Heroin (217)</li> <li>The Facts (119)</li> <li>Get Help (108)</li> <li>Resources (83)</li> </ul>	<ul style="list-style-type: none"> <li>Overall: 9</li> <li>Top downloaded material: <a href="http://www.monitoringthefuture.org/pubs/monographs/mtf-overview2018.pdf">http://www.monitoringthefuture.org/pubs/monographs/mtf-overview2018.pdf</a> (3 downloads)</li> </ul>	<ul style="list-style-type: none"> <li>Overall: 132</li> <li>Top clicked link: <a href="http://www.justice.gov/dea/careers/occupations.shtml">http://www.justice.gov/dea/careers/occupations.shtml</a> (19 clicks)</li> </ul>	<ul style="list-style-type: none"> <li>Overall video views: 31</li> <li>Top video: Elks Drug Awareness: Facing Addiction (28 views)</li> </ul>

# Lessons Learned

The following sections discuss key themes and recommendations based on feedback from community respondents.

## 1

### Identify Opportunities to Be Proactive

Unlike states on the East Coast or in the Midwest that are being engulfed by the opioid epidemic, Los Angeles' opioid misuse issues are relatively less severe. Based on their expertise in addressing other, similar drug epidemics, DEA and local LA stakeholders implemented innovative strategies such as the Fusion Task Force in an effort to have an informed and collaborative response. Rather than being reactive, as many other cities and states have been forced to do, DEA 360 in Los Angeles aimed to be proactive and to “get ahead of the curve” by focusing more on prevention and education to respond to the crisis. Community respondents noted that “typically, on the West Coast we just lag behind what’s happening on the East Coast. So [we wanted] to get a head start ... to try and stay on top of the issue before it got to the level that we were seeing on the East Coast.” Community respondents were pleased that Los Angeles was selected to participate in this initiative and thought it brought credibility and ultimately strengthened their ability to reach community members.

## 2

### Use Local Data to Inform a Response

DEA 360 in Los Angeles successfully relied on available real-time, local data to identify trends and hot spots and allocate resources accordingly. Through DEA's partnership with the Department of Medical Examiner-Coroner's office, the agency was able to focus on specific high-need areas and create initiatives based on the data. A community respondent noted that DEA's access to localized data has been incredibly informative. Typically, the available data is at the county level, but DEA provided more specific, community-focused data. The respondent noted, “We are one of the hot spots when it comes to opioid overdose deaths in the county. So, I think having that information and providing it to the community is a little more informing and engaging, rather than just being lumped in the county as a whole.”

## 3

### Bring Resources Directly to the Affected Communities

The scope and reach of DEA 360 was broad—Los Angeles County is geographically large and diverse in terms of resources. While some activities like the Opioid Awareness Youth Summit brought together students from across the region, there were logistical implications with this type of coordination. In order to expand upon this highly successful event and reach more students throughout the area, several attendees who thought highly of the summit noted that it would be helpful if the content could be brought directly to schools around the county.



*“The DEA should have a traveling unit of various speakers that go from school to school, assembly to assembly. And share this message. Whether it’s movie stars or reality TV shows or famous people or just your everyday person that experienced it, that’s who needs to go out there and share their message.”*

— Community respondent

Similarly, DEA was particularly successful in bringing resources directly to the communities that needed them. For example, Antelope Valley in Northern Los Angeles County is more remote and generally considered a poorly resourced area. DEA collaborated with a provider in that area, providing resources and trainings that had a huge impact. Representatives involved in planning Youth Fest were thrilled to have DEA’s involvement in planning their summit.

*“Providing us a training like the train the trainers, having the ability to bring partners like Partnership for Drug Free Kids to an area like Lancaster—I think it’s been very successful in creating those partnerships and those establishments that can enhance prevention work across the board.”*

— Community respondent

## 4

### Publicize Efforts Related to Enforcement and Diversion

DEA’s law enforcement efforts in Los Angeles were highly publicized in national media channels. Highlighting high-profile cases, like the death of rap star Mac Miller as a result of fentanyl, brings the reality of the drug epidemic to light for young people. National mainstream media included quotes from DEA and partners such as U.S. Attorney Nick Hanna in articles and news coverage, which provided a very public forum to educate communities on the dangers of fentanyl. DEA should use these high-profile instances to consistently reference the DEA 360 Strategy and direct viewers to resources. DEA HQ may consider opportunities to develop resources or guidelines so outreach efforts are disseminated more effectively and consistently through earned media.

## 5

### Be Present at Community Events to Build Rapport

DEA representatives had a strong presence at community events, which helped establish trust and a sense of legitimacy to DEA as a community partner. DEA was highly regarded as subject matter experts by community respondents. Some community respondents noted that they had not previously worked with DEA, but seeing the agency’s commitment to the community, especially at the National Prescription Drug Take Back Days, helped to overcome any negative preconceived notions of DEA. For others who had an established relationship with DEA, they felt that the resources provided by DEA helped enhance their efforts and bring more legitimacy to their work.

# 6

## Harness the Power of the Personal Story

DEA 360 embraced the power of storytelling and personal narrative to connect with youth.

*“If you really, really want it to affect the kids, ... they need to hear somebody’s story. ... they just need to have ... something that hits home, or hits a chord with them that’s a little more powerful.”*

— Community respondent

In particular, at the youth summit, several speakers shared their personal story—of addiction, recovery, or losing a loved one to drugs. One of the speakers noted, “They know that my story is real. I’m not a professor standing up there, reading out of a textbook. Getting a bunch of hypotheses or educated guesses or theories of what may or may not happen, providing you choose to have a drink or a drug. I’m just telling you my reality of what it was, as opposed to what it is.” Participants at the summit expressed that these stories were powerful and helped highlight the impact of the crisis. A participant described, “I remember there was one mother who came who said she lost her daughter to drugs. And just showed these powerful images, slides of her daughter. So, everything, the kids were just in shock or in tears. They really got an eye-opening experience from all the speakers, I think.” While harrowing personal stories have an immediate emotional impact, for long-term impact, DEA should consider a more comprehensive approach to prevention that is rooted in prevention science.

One community partner described the importance of having youth involved in “real” ways. For example, one of DEA’s partner organizations had four youth on their planning committee for an upcoming event. In addition to facilitating subcommittees related to the event, one of these youth was “going to be one of our speakers that’s going to be able to share his lived experience on how he overcame it and what he sees now, foresees his goals to be. So, it really gives that ownership to him. It also gives that relatability in the sense that it’s not an adult talking about drugs and alcohol. It’s one of their peers that would be able to do that.”

# 7

## Embrace Social Media

DEA successfully identified several summit speakers via Instagram. The DEA representative embraced “cold-calling” and reached out to influencers via social media. However, due to limited personnel being assigned to this program, social media was inherently limited. DEA should continue to explore opportunities to capitalize on the power of influencers via social media to expand the scope and reach of the positive messaging. Community respondents also noted that social media was underused throughout the campaign – “I think utilizing more social media type devices instead of pamphlets and, you know, just regular website sources. I really think it’s more information is passed through social media than anything in today’s day and age.”



# 8

## Develop Buy-In for Youth Events

There were numerous challenges when coordinating and planning youth-focused events in Los Angeles.

Schools were sometimes unwilling to talk about or recognize opioids as an issue for their students. As a result, DEA had to continuously work to address not only education for youth, but also education for decision makers within the schools to garner buy-in and support for opioid events.

Respondents noted the complex bureaucratic structure within the school systems in California. This made it difficult to navigate and identify key decision makers.

School staff described transportation and budget constraints as major challenges for participation in the youth summit. A respondent noted, “It was just a challenge to try to get the youth to participate. And I shouldn’t say trying to get them to participate but just ... I guess that’s it, to get them there, again, like I said, transportation is a big thing.”

DEA 360 had to overcome competing priorities within the school system. As DEA 360 youth events were held during the school day, students were able to participate by schools scheduling them for a field trip that day.

*“Trying to get through the bureaucracy, it’s really difficult. To provide a free service, something that’s going to help the young people, their families, and the community in general. It’s just kind of hard to do. It sounds good, especially when you’re bringing something to the table and it’s great. And it’s free, but there’s just a lot of barriers and red tape that you have to get through.”*

*– Community respondent*

# Appendix A.

## METHODOLOGY

To evaluate and disseminate findings related to the community outreach portion of the DEA 360 Strategy in Los Angeles, ICF implemented a mixed-methods approach for metrics compilation and analysis.

### **METRICS COMPILATION**

The metrics compilation was conducted over two tasks:

1. Provision of metrics from program facilitators
2. Community interviews

#### **Provision of Metrics From Program Facilitators**

Individual discussions were held between the ICF team and four program facilitators implementing outreach activities in Los Angeles. These discussions focused on metrics availability and format, as well as timelines for metrics delivery to ICF. The program facilitators and DEA Los Angeles office collected metrics throughout implementation of the DEA 360 Strategy.

Following the individual discussions, designated representatives of the program facilitators provided the agreed-upon metrics to the metrics compilation lead at ICF via e-mail. The metrics compilation lead assessed the completeness of the metrics, organized the metrics according to content and analysis area, and provided the compiled metrics to the analysis team.

### **COMMUNITY INTERVIEWS**

A/SAC Davis provided recommendations for community interviewees. Interviewees were invited to participate in the community interviews via e-mail. During March – April 2020, nine community interviews, lasting 60 to 90 minutes, were conducted via telephone. ICF used an interview guide that assessed key domains related to implementation of the DEA 360 Strategy in Los Angeles, including perceived reach and impact, partnerships and collaborations, facilitators and barriers to implementation, technical assistance and support needs, and lessons learned. Each community interview included a lead interviewer; interviews were recorded and transcribed.



## METRICS ANALYSIS

The metrics analysis was conducted over three tasks:

1. Social media, traditional media, and digital metrics analysis
2. Outreach activities analysis
3. Community interview analysis

### Social Media, Traditional Media, and Digital Metrics

Website data were collected using Google Analytics data from the DEA accounts. Traditional media data were provided by a number of sources, including the local DEA office and A. Bright Idea. Social media data were provided using the social media listening tool Cision. Paid media data, including digital advertising, billboard, and PSAs, were provided by A. Bright Idea and Center on Addiction.

### Outreach Activities

Outreach activities included in this analysis were YDP attendance, youth retention, and performance dates; presentations given by DEA staff; training of trainers events conducted by DEA staff; summit attendance; and meetings with local partners, stakeholders, and coalitions. An analysis of the types of organizations involved in DEA 360 events and trainings was performed to determine completeness and appropriateness to the DEA 360 objectives. A qualitative synthesis of community presentation themes, training topics, and meeting agendas was conducted and mapped to DEA 360 outreach objectives.

# Appendix B.

## GLOSSARY OF TERMS

**Added-value:** Includes free air time or spots.

**Average session duration:** The total duration of all visits divided by the total number of visits.

**Bounce rate:** The percentage of visitors to a particular website who navigate away from the site after viewing only one page.

**Call to action:** Aims to persuade a viewer to perform a certain act immediately.<sup>1</sup> In the case of the billboard campaigns, the call to action was to visit a website or call 211 for help.

**Click-through:** Clicks on a link included in outreach material to a specific digital asset, such as a website. In the case of this effort, click-throughs were links back to the microsite.

**Digital impression:** When an advertisement or any other form of digital media renders on a user's screen. Impressions are not action based and are merely defined by a user potentially seeing the advertisement, making cost per thousand impressions campaigns ideal for businesses intent on spreading brand awareness.<sup>2</sup>

**Earned media:** Media relies on public or media relations to gain coverage about the event or effort—this may be online or offline.<sup>3</sup>

**Frequency:** The average number of times a person was exposed to the media asset.

**Impact:** Short-term and long-term changes on the community as a result of DEA 360—this may be related to sustainability of the DEA 360 activities.

**Impressions:** The number of times a person passed and potentially saw a media asset.

**Owned media:** Content, such as websites or blogs, that the brand or organization controls.

**Pages per visit:** The total number of page views divided by the total number of visits.

**Page views:** The number of times a specific webpage is accessed. A page may be viewed multiple times in a single visit.

**Paid media:** Paid or sponsored media is when a third-party channel is leveraged through sponsorship or advertising.<sup>4</sup>

**Potential impressions:** Calculated by adding up the total followers of each Twitter author for a specified topic and time period.

**Reach:** Number of people exposed to the various components of DEA 360 (e.g., number of people trained, number of youth participants in the Youth Dance Program, and the reach/frequency of the PSAs).

**Shared media:** Requires participation and interaction with consumers—this includes a variety of social media sites, such as Facebook and Twitter. Shared media is often inspired by paid or owned media.

**Train-the-trainer:** A learning technique that teaches students to be teachers themselves.<sup>5</sup>

**Video pre-roll:** Brief advertisement that appears before online video.

**Visitors:** The number of unique individuals who visit the website. Visitors are determined by IP address.

**Visits:** The number of times the website is accessed.

<sup>1</sup> Marketing Terms. (n.d.). *Call to action*. Retrieved from [https://www.marketingterms.com/dictionary/call\\_to\\_action/](https://www.marketingterms.com/dictionary/call_to_action/)

<sup>2</sup> Big Commerce. (n.d.). *Understanding impressions in digital marketing*. Retrieved from <https://www.bigcommerce.com/ecommerce-answers/impressions-digital-marketing/>

<sup>3</sup> Odden, L. (n.d.). *Paid, earned, owned & shared media—What's your online marketing media mix?* Retrieved from <http://www.toprankblog.com/2011/07/online-marketing-media-mix/>

<sup>4</sup> Campbell, A. (2013). *What is "owned, earned and paid media"?* *small business trends*. Retrieved from <https://smallbiztrends.com/2013/08/what-is-owned-earned-paid-media.html>

<sup>5</sup> Simplicable. (2012). *What train the trainer really means*. Retrieved from <https://business.simplicable.com/business/new/what-train-the-trainer-means>



# Appendix C.

## ADDITIONAL MEDIA METRICS

Figure 1: Television and Radio Impressions

Stations	Flight	Spot Length	Spots	Impressions
KABC-TV	4/19 – 8/19	:15s and :30s	178	4,339,500
KNBC-TV	4/19 – 9/19	:15s and :30s	177	3,819,000
KRTH-FM	4/19 – 8/19	:15s	180	4,579,200
Smart Audio Radio Group*	4/19 – 8/19	:30s	268	3,584,100
Total Traffic Weather Network**	4/19 – 8/19	:15s and :05s	413	8,130,100
KFOO- FM	4/19 – 8/19	:15 and :30s	150	45,000
<b>Totals</b>			<b>1,366</b>	<b>24,496,900</b>

\*Smart Audio Radio Group consist of the following stations: KBIG, KFI, KFOO, KIIS, KOST, KRRL, KYSR

\*\* Total Traffic Weather Network consist of the following stations: KBIG, KDAY, KFI, KGMX, KIIS, KJLH, KLAC, KLOS, KLVE, KOST, KPWR, KRCD, KRRL, KSCA, KYSR

Figure 2: How Users Got to the Microsites

Microsites	Top Referrers	Sessions	Users	Bounce Rate	Pages per Session	Average Session Duration
WakeUp Los Angeles	Google Paid Search	5,062	4,728	88%	1.14	0:15
	iHeartMedia Display Ads	1,291	1,190	84%	1.19	0:13
	Facebook Ads	1,131	1,103	96%	1.04	0:05
	Direct	1,016	858	84%	1.22	0:34
	Google Organic Search	672	571	84%	1.21	0:47
Get Smart About Drugs Los Angeles	Direct	995	828	56%	2.51	1:49
	Google Organic Search	679	616	85%	1.41	0:44
	GovDelivery E-mail	157	100	72%	2.70	2:01
	WakeUp Los Angeles Website	145	120	60%	2.27	1:17
	Facebook	14	14	64%	1.93	0:24
Just Think Twice Los Angeles	Direct	567	479	51%	2.09	1:41
	Google Organic Search	136	129	88%	1.38	0:24
	WakeUp Los Angeles Website	92	83	58%	2.16	1:37
	Facebook	9	8	67%	1.11	0:05
	Duck Duck Go Search Engine	1	1	100%	1.00	0:00

# Appendix D.

## ENDNOTES

- i Prescription Drug Overdose Prevention Initiative. Los Angeles Opioid Overdose Snapshot: 2016-Q1 to 2018-Q4. California Department of Public Health. Accessed at <https://skylab.cdph.ca.gov/ODdash/> on March 24, 2020.
- ii Centers for Disease Control and Prevention, National Center for Health Statistics. Multiple Cause of Death 1999-2018 on CDC WONDER Online Database, released February, 2020. Data are from the Multiple Cause of Death Files, 1999-2018, as compiled from data provided by the 57 vital statistics jurisdictions through the Vital Statistics Cooperative Program. Accessed at <http://wonder.cdc.gov/mcd-icd10.html> on February 21, 2020.
- iii Los Angeles High Intensity Drug Trafficking Area. 2018. The Threat. Accessed at <https://www.lahidta.org/the-threat> on March 26, 2020.
- iv Los Angeles High Intensity Drug Trafficking Area. 2018. The Threat. Accessed at <https://www.lahidta.org/the-threat> on March 26, 2020.
- v Drug Enforcement Administration. 2019. National Drug Threat Assessment. DEA-DCT-DIR-007-20. Accessed at [https://www.dea.gov/sites/default/files/2020-01/2019-NDTA-final-01-14-2020\\_Low\\_Web-DIR-007-20\\_2019.pdf](https://www.dea.gov/sites/default/files/2020-01/2019-NDTA-final-01-14-2020_Low_Web-DIR-007-20_2019.pdf) on March 27, 2020.
- vi Safe Med LA. 2015. Accessed at <http://www.safemedla.org/home.html> on April 10, 2020.
- vii Pew Research Center, (2019), Mobile Fact Sheet, Retrieved from <https://www.pewresearch.org/internet/fact-sheet/mobile/>.



Drug Enforcement Administration  
Office of Congressional and Public Affairs  
Community Outreach and Prevention Support Section  
[360.dea.gov](http://360.dea.gov)

